



Agenda Item Summary

Date: June 15, 2017

Division: Secretary of the Board

Agenda Item: Revision to Board Policy 005 (Board Committees)

Review

Action

No action required

PRESENTER: Kae

PURPOSE & KEY POINTS:

Policy 005 (Board Committees) is revised in several places, such as removing the following drafting errors:

1. The provision naming the President and Secretary ex officio members of committees; and
2. The provision that requires the Audit and Business Committee to review faculty promotion decisions.

The policy is revised to include working titles for

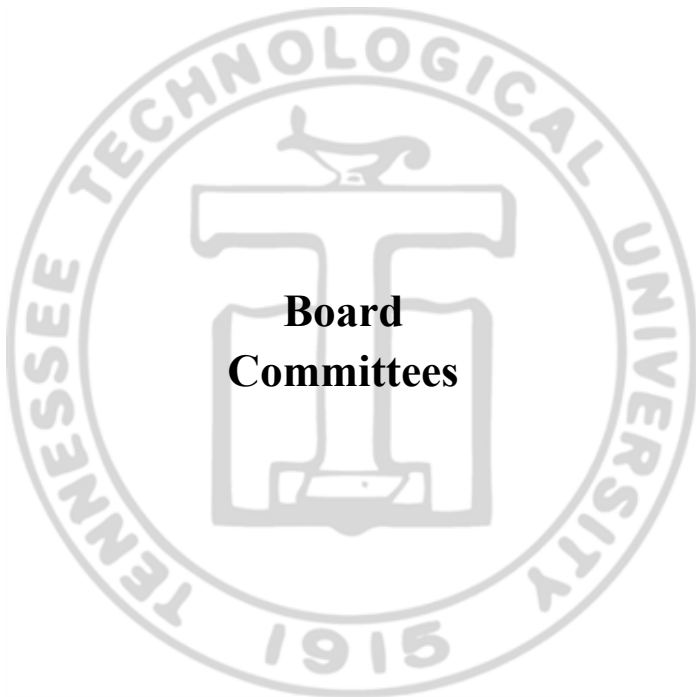
1. Academic/Student Affairs/Research/Advancement/Athletics ("Academic & Student Affairs Committee"); and
2. Audit/Compliance/Finance/Compensation/Facilities Committee ("Audit & Business Committee")

A provision is added to the Audit & Business Committee's duties to include oversight of information technology's major plans and strategies.

The duties of the Executive Committee are revised to include recommendations and actions, as allowed, related to the selection, retention, evaluation, compensation, benefits, etc. related to the President.

The duties of the Executive Committee are revised to include a review of the effectiveness of the Board, per Mr. Stites' and Ms. Harper's suggestions at the March 23, 2017, meeting.

**Tennessee Technological University
Policy No. 005**



**Board
Committees**

Effective Date: March 23, 2017

Policy No: 005

Policy Name: Board Committees

Policy Subject: Establishes committees and describes their structure and responsibilities

I. Purpose

This policy establishes the committees of the Tennessee Tech Board and describes their structure and responsibilities.

II. Review

This policy will be reviewed every four year or whenever circumstances require review, whichever is earlier, by the Board or a committee designated by the Chair. In the case of the latter, recommendations for revision will be presented to the Board at a regular or special meeting.

III. Committees

A. Standing committees

1. The standing committees of the Board shall be
 - a. Academic/Student Affairs/Research/Advancement/Athletics
 - b. Audit/Compliance/Finance/Compensation/Facilities
 - c. Executive
2. The authority of the standing committees shall be subject to action by the entire Board, except as otherwise provided by law. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its own behalf.

B. Structure of the committees

1. Each standing committee shall have at least three voting members who shall each serve a two-year term and may be reappointed to consecutive terms.
2. Each standing committee shall have a chair who shall serve a two-year term and may be reappointed to consecutive terms.
3. The Board Chair shall appoint members and chairs of the standing committees, with the exception of the Executive Committee.

~~4.~~ The Board Chair shall serve as an ex officio member of all standing committees, entitled to vote.

~~6.5.~~ Each committee shall have a Tennessee Tech administrator to assist with its work.

C. Special committees

The Board Chair or Vice Chair may appoint special committees for specific assignments. Membership may be as determined appropriate. The chair of a special committee shall be designated by the Board Chair at the time the special committee is appointed. Matters assigned to a special committee shall be subject to action and approval by a designated standing committee or the Board before becoming effective.

IV. Matters Related to Committee Meetings

A. The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at the call of the Board Chair or committee chair.

B. Meetings may be called by the Board Chair, the President, or the committee chair.

C. Notice of meeting and agenda

1. When feasible, committee members shall receive at least five days' notice of meetings to include the purpose of the meeting. The notice may be delivered by any reasonable means.
2. When feasible, a copy of the agenda and related materials shall accompany notice of the meeting.
3. Matters not appearing on the agenda of a standing or special committee meeting may be considered only upon an affirmative vote of the entire committee.
4. Standing committee chairs may designate items to be included on a consent agenda for the committee; provided that the following items may not be placed on a committee consent agenda:
 - a. Amendment of the bylaws;
 - b. The annual operating budget, including student tuition and fee proposals for which Board approval is required;
 - c. Funding requests for capital outlay and capital maintenance projects;

- d. Revenue or institutionally funded capital projects; and
 - e. Any other item on which a roll call vote will be required in the full Board meeting.
- D.** A majority of the voting members of each standing or special committee shall constitute a quorum for the transaction of business. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.
- E.** Minutes shall be made of all standing and special committee meetings and provided to the Board Chair, the President, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.
- F.** All meetings of standing and special committees shall be open to the public except as authorized by a statutorily or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. §8-44-101 et seq.

V. Committee Duties

A. Academic/Student Affairs/Research/Advancement/Athletics Committee
("Academic & Student Affairs Committee")

The committee shall oversee the quality of academic programs and services and student life consistent with Tennessee Tech's mission. The committee shall make recommendations to the Board relating to:

1. Approval of proposals for new academic programs and the significant revision of existing programs;
2. Ensuring and protecting, within the context of faculty-shared governance, Tennessee Tech's educational quality and its academic programs;
3. Approval of admission, progression, retention, and graduation standards;
4. Institutional accreditations, program accreditations, and program reviews;
5. Promoting the welfare of students attending Tennessee Tech;
6. Review and approve policies related to academic and student affairs consistent with TTU Board Policy 003 (Board Delegation of Authority);
7. Oversight of programs seeking to extend Tennessee Tech's scientific, technological, commercialization, and educational expertise to communities, counties, agencies, and organizations in the state, nationally, and globally;
8. Review the operation of the Tennessee Tech's intercollegiate athletics programs and

assist the Board in carrying out its responsibility of those programs;

9. Exercise oversight of Tennessee Tech programs related to private gifts, alumni support, public relations, and communications and marketing;
10. Review and approval of policies related to research, advancement, and athletics matters consistent with TTU Board Policy 003 (Board Delegation of Authority); and
11. Other areas as directed by the Board.

B. Audit/Compliance/Finance/Compensation/Facilities Committee (“Audit & Business Committee”)

1. The committee shall have the authority to direct Tennessee Tech’s management to initiate and address specific audit and compliance issues within the mandate of the committee. It may conduct, authorize, or facilitate any audit or investigation appropriate to fulfill its oversight responsibilities.
2. The committee shall adopt and maintain a charter consistent with state law and any Tennessee Comptroller of the Treasury’s requirements. The committee shall submit the charter and any subsequent revisions to the Board for approval.
3. The committee is responsible for and shall make recommendations to the Board related to:
 - a. Audit engagements with the Tennessee Comptroller’s Office including the integrity of financial statements and compliance with legal and regulatory requirements;
 - b. Audit engagements with external auditors;
 - c. Internal audit activities;
 - d. Internal audit administration;
 - e. Internal controls and compliance with laws, regulations, and other requirements;
 - f. Risk and control assessments;
 - g. Fraud, waste, and abuse prevention, detection, and reporting;
 - h. Review and approval of policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority);

- i. Monitoring Tennessee Tech's financial performance and reporting to the Board;
- j. Reviewing and recommending annual and long-range operating, capital, and maintenance budgets;
- k. Reviewing and recommending rates for student tuition and fees;
- l. Overseeing financial reporting and related disclosures;
- m. Recommending adoption or modification of capital improvement plans and the facilities master plan, advocating for new structures, and rehabilitating or removing older structures;
- n. Recommending appropriate action with regard to the acquisition and disposition of real property;
- ~~o.~~ o. Acting on matters related to personnel, including faculty and staff compensation and ~~tenure, and promotion~~;
- ~~p.~~ p. Reviewing or acting on matters related to information technology planning and strategy, including significant technology investments;
- ~~q.~~ q. Reviewing and approving policies related to finance, compensation and facilities, consistent with TTU Board Policy 003 (Board Delegation of Authority);
- ~~r.~~ r. Reviewing and approving policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority); and
- ~~s.~~ s. Other areas as directed by the Board.

C. Executive Committee

1. The Executive Committee shall be composed of the Chair and Vice Chair of the Board, and one at-large voting member elected by the Board. The Chair of the Board shall be the chair of this committee.
2. The Executive Committee may act for the Board between regular Board meetings on urgent matters except the following, which shall be reserved to the Board:
 - a. Presidential selection, evaluation, and termination;

- b. Amendments to the Board bylaws;
 - c. Sale or disposition of real estate;
 - d. Tenure decisions;
 - e. Maintenance fees, tuition, and other student fees;
 - f. Capital budget request prepared for submission to the Tennessee Higher Education Commission for consideration for inclusion in the Governor's budget proposal;
 - g. Adoption of the annual budget; and
 - a. Conferral of degrees.
3. The Executive Committee shall ensure the integrity of the Board and is responsible for:
- a. Establishing and maintaining standards of Board conduct by monitoring compliance with TTU Policy 001 (Board Code of Ethics and Conduct and Conflict of Interest);
 - b. Making recommendations or taking action, as allowed, relating to the selection, retention, evaluation, termination, compensation, benefits, and performance management of Tennessee Tech's president.
 - ~~b-c.~~ Assessing the performance and effectiveness of the Board and Board members;
 - ~~e-d.~~ Ensuring an effective orientation and ongoing professional development for Board members;
 - ~~d-c.~~ Periodically reviewing and ensuring compliance with the Board bylaws and other Board policies, recommending amendments when appropriate;
 - ~~e-f.~~ Reviewing the committee structure of the Board for continued effectiveness;
 - ~~f-g.~~ Overseeing the work of the other standing committees; and
 - ~~g-h.~~ Other areas as directed by the Board.

3. **Interpretation**

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

4. Citation of Authority for Policy

T.C.A. § 49-8-201(f)(8)(B)

Approved by Board of Trustees: March 23, 2017

Revised by Board of Trustees: ~~March 23, 2017~~



Agenda Item Summary

Date: June 15, 2017

Division: Secretary of the Board

Agenda Item: Delegation of Limited Authority to Secretary to Make Technical Changes in Policies and Rules

Review

Action

No action required

PRESENTER: Kae

PURPOSE & KEY POINTS:

Policies and rules, in particular, often need technical changes such as correcting typographical errors, changing titles of reviewers, etc. By delegating authority to the Secretary to make these changes, the Board will not have to review them.



Agenda Item Summary

Date: June 15, 2017

Division: University Counsel

Agenda Item: Review of New Board Policy 007 (Free Speech on Campus)

Review

Action

No action required

PRESENTER: Kae

PURPOSE & KEY POINTS:

Policy 007 is in response to new legislation (The Campus Free Speech Protection Act", 2017 Public Acts, Chapter 336), which requires the Board to adopt a policy that provides certain protections related to speech on campus. The provisions in this draft policy are drawn almost verbatim from the statute.

The draft policy bars Tennessee Tech from, *inter alia*, limiting where students can protest, establishing permitting requirements for student free speech activities, charging students fees for increased security because of the content of the speech, and preventing students and faculty from inviting guest speakers. The policy also delegates authority to the President to revise or draft other policies consistent with Policy 007.

Tennessee Technological University Policy No. 007



Effective Date: January 1, 2018

Policy No.: 007

Policy Name: Free Speech on Campus

Policy Subject: Affirmation of Principles of Free Speech

I. Purpose

The purpose of this policy is to affirm the principles of free speech on Tennessee Tech's campus.

II. Review

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

III. Definitions

A. "Constitutional time, place and manner restrictions"—restrictions on the time, place, and manner of free speech that do not violate the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution that are reasonable, content- and viewpoint-neutral, narrowly tailored to satisfy a significant institutional interest, and leave open ample alternative channels for the communication of the information or message of its intended audience.

B. "Faculty" or "Faculty Member"—any person, whether or not the person is compensated by Tennessee Tech, and regardless of political affiliation, who is tasked with providing scholarship, academic research or teaching. For the purposes of this policy, "faculty" includes tenured and non-tenured professors, adjunct professors, visiting professors, lecturers, graduate student instructors and those in comparable positions, however titled. For the purposes of this policy, "faculty" does not include persons whose primary responsibilities are administrative or managerial.

C. "Free Speech"—speech, expression, or assemblies protected by the First Amendment of the United States Constitution or Article I, Section 19 of the Tennessee Constitution, verbal or written, including but not limited to, all forms of peaceful assembly, protests, demonstrations, rallies, vigils, marches, public speaking, distribution of printed materials, carrying signs, displays, or circulating petitions. "Free speech" does not include the promotion, sale, or distribution of any product or service.

D. "Student"—

1. An individual currently enrolled in a course of study at Tennessee Tech; and

2. An organization that is comprised entirely of individuals currently enrolled in a course of study at Tennessee Tech and is registered with Tennessee Tech pursuant to TTU Policy 315 (Student Organizations).

IV. Policy

- A. Tennessee Tech affirms that Students have a fundamental right to Free Speech.
- B. Tennessee Tech is committed to giving Students the broadest possible latitude to speak, write, listen, challenge, learn, and discuss any issue, subject to limitations set forth in this policy or in state or federal law.
- C. Tennessee Tech is committed to maintaining a campus as a marketplace of ideas for all Students and all Faculty in which the free exchange of ideas is not to be suppressed because the ideas put forth are thought by some or even by most members of Tennessee Tech's community to be offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.
- D. Students and Faculty are allowed to make judgments about ideas for themselves and to act on those judgments not be seeking to suppress Free Speech, but by openly and vigorously contesting the ideas they oppose.
- E. It is not Tennessee Tech's role to attempt to shield individuals from Free Speech, including ideas and opinions they find offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed.
- F. Although Tennessee Tech greatly values civility and mutual respect, Tennessee Tech will not use concerns about civility and mutual respect as justification for closing off the discussion of ideas, however offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed those ideas may be to some Students or Faculty.
- G. Although all Students and all Faculty are free to state their own views about and contest the views expressed on campus, and to state their own views on Tennessee Tech's campus they may not substantially obstruct or otherwise substantially interfere with the freedom of others to express views they reject or even loathe. To this end, Tennessee Tech promotes a lively and fearless freedom of debate and deliberation and protects that freedom.
- H. Tennessee Tech is committed to providing an atmosphere that is most conducive to speculation, experimentation, and creation by all Students and all Faculty, who are always free to inquire, to study, and to evaluate, and to gain new understanding.

- I. The primary responsibility of Faculty is to engage in an honest, courageous, and persistent effort to search out and communicate the truth that lies in the areas of their competence.
- J. Although Faculty are free in the classroom to discuss subjects within areas of their competence, Faculty shall be cautious in expressing personal views in the classroom and shall be careful not to introduce controversial matters that have no relationship to the subject taught, and especially matters in which they have no special competence or training and in which, therefore, Faculty's views cannot claim the authority accorded the statements they make about subjects within areas of their competence; provided, no Faculty will face adverse employment action for classroom speech, unless it is not reasonably germane to the subject matter of the class as broadly construed, and comprises a substantial portion of classroom instruction.
- K. Tennessee Tech will maintain the generally accessible, open, outdoor areas of its campus as traditional public for a for Free Speech by Students.
- L. Tennessee Tech will not restrict Students' Free Speech only to particular areas of the campus,
- M. Tennessee Tech will not deny student activity fee funding to a student organization based on the viewpoints that the student organization advocates.
- N. Tennessee Tech will not establish permitting requirements that prohibit students' spontaneous outdoor assemblies or students' outdoor distribution of literature but will allow members of the Tennessee Tech community to reserve certain outdoor space in advance, consistent with TTU Policy 121 (Access To and Use of Campus Property and Facilities).
- O. Tennessee Tech will not charge Students security fees or costs based on the content of their speech, the content of guest speakers invited by students, or the anticipated reaction or opposition of listeners to speech.
- P. Tennessee Tech will allow all Students and all Faculty to invite guest speakers to campus to engage in Free Speech regardless of the views of guest speakers.
- Q. Tennessee Tech will not disinvite a speaker invited by a Student, student organization, or Faculty Member because the speaker's anticipated speech may be considered offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed by Students, Faculty, administrators, government officials, or members of the public.

V. Effect of Policy

- A. Nothing in this policy shall require Tennessee Tech to fund costs associated with student speech or expression.

- B. Nothing in this policy shall be construed as prohibiting Tennessee Tech from imposing measures that do not violate the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution such as:
 - 1. Constitutional time, place, and manner restrictions;
 - 2. Reasonable and viewpoint-neutral restrictions in nonpublic forums;
 - 3. Restricting the use Tennessee Tech's property to protect the free speech rights of students and faculty and preserve the uses of the property for the advancement of Tennessee Tech's mission;
 - 4. Prohibiting or limiting speech, expression, or assemblies that are not protected by the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution; or
 - 5. Content restrictions on speech that are reasonably related to a legitimate pedagogical purpose, such as rules enacted by Faculty.

VI. Implementation

The Board delegates authority to the President to revise or implement policies and procedures consistent with the policy.

VII. Interpretation

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

VIII. Citation of Authority for Policy

2017 Public Acts, Chapter 336

IX. Approved by:



State of Tennessee

PUBLIC CHAPTER NO. 336

SENATE BILL NO. 723

By Overbey, Tracy, Bailey, Bowling, Briggs, Crowe, Gresham, Kelsey, Niceley, Stevens,
Yager

Substituted for: House Bill No. 538

By Smith, McCormick, Lamberth, Harry Brooks, Mark White, DeBerry, Dunn, Williams, Moody,
Kane, Coley, Ragan, Rogers, Daniel, Terry, Powers

AN ACT to amend Tennessee Code Annotated, Title 49, relative to education.

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

SECTION 1. Tennessee Code Annotated, Title 49, Chapter 7, is amended by adding Sections 2 through 9 of this act as a new part.

SECTION 2. This part shall be known and may be cited as the "Campus Free Speech Protection Act."

SECTION 3. The requirements of this part shall apply to every public institution of higher education in this state.

SECTION 4. (a) The general assembly finds and declares that public institutions of higher education in Tennessee are not immune from the sweep of the First Amendment to the United States Constitution or Article I, Section 19, of the Tennessee Constitution, which guarantees freedom of speech and expression.

(b) It is the intent of the general assembly that the public institutions of higher education embrace a commitment to the freedom of speech and expression for all students and all faculty.

(c) It is further the intent of the general assembly that public institutions of higher education, including their faculty, shall not require students or other faculty to adopt or to indicate their adherence to beliefs or orthodoxies on any particular political, philosophical, religious, social, or other such subject, although institutions may require students and faculty to conform their conduct to the requirements of law and policy.

(d) It is further the intent of the general assembly that public institutions of higher education not stifle freedom of speech and expression by implementing vague or overbroad speech codes, establishing free speech zones, imposing unconstitutional prior restraints on speech, or disinviting speakers based on the anticipated reaction or opposition of others to the content of speech.

SECTION 5. As used in this part, unless the context requires otherwise:

(1) "Constitutional time, place, and manner restrictions" means restrictions on the time, place, and manner of free speech that do not violate the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution that are reasonable, content- and viewpoint-neutral, narrowly tailored to satisfy a significant institutional interest, and leave open ample alternative channels for the communication of the information or message to its intended audience;

(2) "Faculty" or "faculty member" means any person, whether or not the person is compensated by a public institution of higher education, and regardless of political affiliation, who is tasked with providing scholarship, academic research, or teaching. For purposes of this part, the term "faculty" shall include tenured and non-tenured professors, adjunct

SB 723

professors, visiting professors, lecturers, graduate student instructors, and those in comparable positions, however titled. For purposes of this part, the term "faculty" shall not include persons whose primary responsibilities are administrative or managerial;

(3) "Free speech" means speech, expression, or assemblies protected by the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution, verbal or written, including, but not limited to, all forms of peaceful assembly, protests, demonstrations, rallies, vigils, marches, public speaking, distribution of printed materials, carrying signs, displays, or circulating petitions. "Free speech" does not include the promotion, sale, or distribution of any product or service;

(4) "Institution" means an institution of public higher education in this state; and

(5) "Student" means:

(A) An individual currently enrolled in a course of study at the institution; and

(B) An organization that is comprised entirely of individuals currently enrolled in a course of study at the institution, that is registered with an institution pursuant to institutional rules.

SECTION 6. (a) The governing body of every institution shall adopt a policy that affirms the following principles of free speech, which are the public policy of this state:

(1) Students have a fundamental constitutional right to free speech;

(2) An institution shall be committed to giving students the broadest possible latitude to speak, write, listen, challenge, learn, and discuss any issue, subject to Section 9;

(3) An institution shall be committed to maintaining a campus as a marketplace of ideas for all students and all faculty in which the free exchange of ideas is not to be suppressed because the ideas put forth are thought by some or even by most members of the institution's community to be offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed;

(4) It is for an institution's individual students and faculty to make judgments about ideas for themselves, and to act on those judgments not by seeking to suppress free speech, but by openly and vigorously contesting the ideas that they oppose;

(5) It is not the proper role of an institution to attempt to shield individuals from free speech, including ideas and opinions they find offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed;

(6) Although an institution should greatly value civility and mutual respect, concerns about civility and mutual respect shall never be used by an institution as a justification for closing off the discussion of ideas, however offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed those ideas may be to some students or faculty;

(7) Although all students and all faculty are free to state their own views about and contest the views expressed on campus, and to state their own views about and contest speakers who are invited to express their views on the institution's campus, they may not substantially obstruct or otherwise substantially interfere with the freedom of others to express views they reject or even loathe. To this end, an institution has a responsibility to promote a lively and fearless freedom of debate and deliberation and protect that freedom;

(8) An institution shall be committed to providing an atmosphere that is most conducive to speculation, experimentation, and creation by all students and all faculty, who shall always remain free to inquire, to study and to evaluate, and to gain new understanding;

(9) The primary responsibility of faculty is to engage an honest, courageous, and persistent effort to search out and communicate the truth that lies in the areas of their competence;

SB 723

(10) Although faculty are free in the classroom to discuss subjects within areas of their competence, faculty shall be cautious in expressing personal views in the classroom and shall be careful not to introduce controversial matters that have no relationship to the subject taught, and especially matters in which they have no special competence or training and in which, therefore, faculty's views cannot claim the authority accorded statements they make about subjects within areas of their competence; provided, that no faculty will face adverse employment action for classroom speech, unless it is not reasonably germane to the subject matter of the class as broadly construed, and comprises a substantial portion of classroom instruction;

(11) An institution shall maintain the generally accessible, open, outdoor areas of its campus as traditional public forums for free speech by students;

(12) An institution shall not restrict students' free speech only to particular areas of the campus, sometimes known as "free speech zones" ;

(13) An institution shall not deny student activity fee funding to a student organization based on the viewpoints that the student organization advocates;

(14) An institution shall not establish permitting requirements that prohibit spontaneous outdoor assemblies or outdoor distribution of literature, although an institution may maintain a policy that grants members of the college or university community the right to reserve certain outdoor spaces in advance;

(15) An institution shall not charge students security fees based on the content of their speech, the content of the speech of guest speakers invited by students, or the anticipated reaction or opposition of listeners to speech;

(16) An institution shall allow all students and all faculty to invite guest speakers to campus to engage in free speech regardless of the views of guest speakers; and

(17) An institution shall not disinvite a speaker invited by a student, student organization, or faculty member because the speaker's anticipated speech may be considered offensive, unwise, immoral, indecent, disagreeable, conservative, liberal, traditional, radical, or wrong-headed by students, faculty, administrators, government officials, or members of the public.

(b) The policy adopted pursuant to subsection (a) shall be made available to students and faculty annually through one or more of the following methods:

(1) Published annually in the institution's student handbook and faculty handbook, whether paper or electronic;

(2) Made available to students and faculty by way of a prominent notice on the institution's internet site other than through the electronic publication of the policy in the student handbook and faculty handbook;

(3) Sent annually to students and employees to their institutionally-provided email address; or

(4) Addressed by the institution in orientation programs for new students and new faculty.

(c) Nothing in this section shall be construed to grant students the right to disrupt previously scheduled or reserved activities occurring in a traditional public forum.

SECTION 7. (a) With respect to disciplining students for their speech, expression, or assemblies, an institution shall adopt a policy on "student-on-student harassment" defining the term consistent with and no more expansively than the language contained in subsection (b).

(b) As used in this section, "student-on-student harassment" means unwelcome conduct directed toward a person that is discriminatory on a basis prohibited by federal, state, or local law, and that is so severe, pervasive, and objectively offensive that it effectively bars the victim's access to an educational opportunity or benefit.

SB 723

SECTION 8. Nothing in this part shall require an institution to fund costs associated with student speech or expression. An institution shall not impose costs on students or student organizations on the basis of the anticipated reaction or opposition to a person's speech by listeners.

SECTION 9. Nothing contained in this part shall be construed as prohibiting an institution from imposing measures that do not violate the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution such as:

- (1) Constitutional time, place, and manner restrictions;
- (2) Reasonable and viewpoint-neutral restrictions in nonpublic forums;
- (3) Restricting the use of the institution's property to protect the free speech rights of students and faculty and preserve the use of the property for the advancement of the institution's mission;
- (4) Prohibiting or limiting speech, expression, or assemblies that are not protected by the First Amendment to the United States Constitution or Article I, Section 19 of the Tennessee Constitution; or
- (5) Content restrictions on speech that are reasonably related to a legitimate pedagogical purpose, such as classroom rules enacted by faculty.

SECTION 10. The governing body of each public institution of higher education in this state is authorized to promulgate rules to effectuate the purposes of this act in accordance with the Uniform Administrative Procedures Act, compiled in title 4, chapter 5.

SECTION 11. For purposes of promulgating rules, this act shall take effect upon becoming a law, the public welfare requiring it. For all other purposes, this act shall take effect January 1, 2018, the public welfare requiring it.

SENATE BILL NO. 723

PASSED: May 1, 2017



RANDY McINALLY
SPEAKER OF THE SENATE



BETH HARWELL, SPEAKER
HOUSE OF REPRESENTATIVES

APPROVED this 9th day of May 2017



BILL HASLAM, GOVERNOR



Agenda Item Summary

Date: June 15, 2017

Division: Secretary of the Board

Agenda Item: Revision to Bylaw 1.3 Related to Review/Approval of Mission Statement

Review

Action

No action required

PRESENTER: Phil

PURPOSE & KEY POINTS:

Tennessee Tech is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). SACSCOC Comprehensive Standard CS 3.2.2.1 calls for governing board control of an institution's mission. To demonstrate that Tennessee Tech is in compliance with the standard, Tennessee Tech must refer to "Charter, Bylaws, or state codes or statutes*" that indicates the governing board's legal authority and responsibility for Tennessee Tech's mission. To meet this requirement, Bylaw 1.3 is revised to include "Review and approve the mission of Tennessee Tech" as one of the Board's powers.



ARTICLE 1: THE BOARD OF TRUSTEES

1.1 AUTHORITY OF THE BOARD

The management and governance of Tennessee Technological University is vested in the Board of Trustees, subject only to statutory limitations.

1.2 MEMBERSHIP

A. The composition of the membership of the Board of Trustees (“Board”), the terms of office, and the conditions of membership are as provided in Tennessee Code Title 49, Chapter 8 and are incorporated by reference into these bylaws as if fully set forth herein, including all future amendments.

B. Members shall receive no compensation for their services, but shall be entitled to reimbursement for travel expenses incurred in the performance of their official duties in conformity with the comprehensive travel regulations as promulgated by the State of Tennessee Department of Finance and Administration and approved by the Attorney General and Reporter.

1.3 POWERS OF THE BOARD

The Board has the power to:

A. Select and employ the chief executive officer (“President”) of Tennessee Technological University (“Tennessee Tech”) and to confirm the appointment of administrative personnel, faculty, and other employees and their salaries and terms of office,

B. Review and approve the mission of Tennessee Tech,

C. Approve curricula and requirements for diplomas and degrees,

D. Approve the operating budgets and set the fiscal policies, including tuition rates, for Tennessee Tech, subject to any statutory limitation on that power,

E. Establish policies and regulations regarding the campus life at Tennessee Tech, including, but not limited to, the conduct of students, student housing, parking, and safety,

- F.** Establish policies defining residency of students, subject to any statutory limitation,
- G.** Establish policies and regulations related to employees,
- H.** Grant tenure to eligible members of the faculty upon the positive recommendation of the President,
- I.** Assume general responsibility for the operation of Tennessee Tech, delegating to the President such powers and duties as are necessary and appropriate for the efficient administration of Tennessee Tech,
- J.** Receive donations of money, securities, and property from any source on behalf of Tennessee Tech and use such donations in accordance with the conditions set by the donor,
- K.** Purchase land subject to the terms and conditions of state regulations, to condemn land, and to erect buildings and equip them for Tennessee Tech subject to the requirements of the state building commission, the master plan approved by the Tennessee Higher Education Commission, and to the terms and conditions of legislative appropriations,
- L.** Delegate and provide for the further delegation of any and all its powers subject to limitations expressly set forth in law,
- M.** Exercise any power granted by statute, and
- N.** Exercise any other powers not otherwise prohibited by law that are necessary to govern Tennessee Tech.

1.4 RESPONSIBILITIES OF THE BOARD

Board members are required to

- A.** Be free of any contractual, employment, or personal or familial financial interest in Tennessee Tech, to the extent required by statute, rule, or accrediting standards,
- B.** Be free from undue influence from political, religious, or other external bodies and protect Tennessee Tech from such influence,
- C.** Be transparent in all Board actions to the extent required by the law,

- D.** Not direct matters of administration or of executive action except through the President,
- E.** Represent the interest of the entire university rather than any single constituent part,
- F.** Not speak on behalf of Tennessee Tech unless authorized to do so by the Board or chair of the Board,
- G.** Participate in all Board meetings and events, absent good cause,
- H.** Stay informed, to the extent practical, about the educational and business affairs of Tennessee Tech.

1.5 OFFICERS OF THE BOARD

- A.** The Board shall elect from its members a chair, vice chair, and other officers the Board deems appropriate. The officers shall serve a term of two (2) years.
- B.** The chair and vice chair may be elected to consecutive terms without limitation.
- C.** The chair shall preside when present at meetings of the Board and shall be the spokesperson for the Board unless otherwise directed by the Board. The chair shall perform such other duties as prescribed by the Board and by the bylaws.
 - 1.** In the absence of the chair, the vice chair shall preside at meetings of the Board and otherwise perform the duties of the chair.
 - 2.** In the absence of the chair and vice chair, the Board may temporarily appoint a member to preside.
 - 3.** A Board officer may voluntarily relinquish his/her officer position by submitting a letter of resignation to the Board's secretary with an effective date.
- D.** A Board officer serves at the pleasure of the Board. A Board officer may be removed from office by a two-thirds (2/3) vote of the Board members eligible to vote.
- E.** In the case of a vacancy or expired term, the Board shall elect a new officer at the next meeting of the Board.
- F.** The Board shall ratify or reject the President's appointment of a Board secretary.

ARTICLE 2: MEETINGS OF THE BOARD

2.1 MEETINGS SUBJECT TO THE TENNESSEE OPEN MEETINGS ACT

All Board meetings for which a quorum is required to make a decision or to deliberate toward a decision are open to the public, except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

2.2. REGULAR MEETINGS

- A.** The Board shall meet at least four (4) times each fiscal year.
- B.** The Board’s secretary shall provide at least five (5) days’ written notice of the regular meetings to all Board members. Notice may be provided by any reasonable means.

2.3 SPECIAL MEETINGS

- A.** The chair, vice chair, President, or the Board’s secretary, the latter upon the written request of three (3) or more of Board members eligible to vote, may call a special meeting, provided the call states the business to be considered.
- B.** If the business to be considered requires immediate action, a special meeting may be called with less than five (5) days’ notice. Notice may be provided by any reasonable means in the circumstances.

2.4 AGENDAS

- A.** The Board’s secretary, upon advice from the President and the Board chair, shall prepare an agenda for every meeting.
- B.** If feasible, an agenda will accompany each notice of a regular or special meeting of the Board.

2.5 QUORUM

Five voting members shall constitute a quorum for taking Board action.

2.6 MANNER OF TAKING ACTION

- A.** All votes of the Board shall be by public vote as defined by Tennessee Code Annotated Section 8-44-104(b), public ballot, or public roll call. No secret votes, secret ballots, or secret roll calls are allowed.

B. The action of a majority of the quorum of Board members eligible to vote and present at any meeting shall be the action of the Board, except as otherwise prescribed by the bylaws, Board policy, or statute.

C. The Board may permit any or all members to participate in a meeting by, or conduct the meeting through, use of any means of telephonic or electronic communication.

1. The meeting must be audible to the public at the location specified in the notice of the meeting as the location of the meeting.

2. All participating members must be able to both hear all members and speak to all members during the meeting.

3. Any member participating by telephone or electronically shall identify the persons present in the location from which the member is participating.

4. Any member who participates in a meeting covered by this provision shall be deemed “present” at the meeting.

5. A public roll call vote is required on all matters.

D. A public roll call vote of the Board is required on all motions regarding budget approval, fees or tuition increases, capital expenditures, bylaw(s) or rule(s) revision, adoption, or repeal, or in any case required by law or deemed desirable in the judgment of the chair. Upon request of any member present, a public roll call vote may be called for on any matter, provided the member requests a public roll call vote before announcement of the public vote previously taken.

E. Any item selected by the chair or referred to the Board with unanimous support from a Board committee may be presented to the Board on a consent calendar at the recommendation of the committee chair.

1. The consent calendar shall be considered at the next regularly scheduled meeting of the Board and all items on the consent calendar shall be considered en bloc.

2. If two or more members so request, an item shall be removed from the consent calendar, provided the request is made in writing to the chair and secretary, not later than two hours prior to convening of the Board meeting at which the consent calendar will be considered. The secretary will notify the Board of the request as soon as practicable.

3. An item may be removed from the consent calendar at the discretion of the chair at any time.

F. The Board may adjourn any regular or special meeting to any future date. If a

quorum is not present, the members in attendance may adjourn any regular or special meeting until a quorum is present.

2.7 MINUTES

The Board's secretary shall take minutes at each meeting of the Board and maintain approved minutes as the official record of such meeting.

ARTICLE 3: BOARD COMMITTEES

Subject to statutory requirements, the Board may establish such committees as it deems appropriate or necessary and shall define by policy their duties, reporting requirements, and appointments of members.

ARTICLE 4: OFFICERS OF TENNESSEE TECH

4.1 OFFICERS

A. The officers of Tennessee Tech shall be its President, a Board's secretary appointed by the President, and such other officers as deemed necessary by the President to conduct Tennessee Tech and Board business and provide support to the Board. The officers shall have such authority and perform such duties as set forth in the law, in these bylaws, and as the Board or the President prescribes.

B. In the event of a vacancy or notice of an impending vacancy in the office of President, the Board shall appoint an interim President as provided by Board policy. In the event of a vacancy or notice of an impending vacancy in any office other than President, the President may appoint an individual to serve in an interim or permanent capacity, subject to the annual confirmation of the Board of the President's employment actions.

4.2 APPOINTMENT AND DUTIES OF THE PRESIDENT

A. The Board shall appoint a President who shall be the executive and governing officer of Tennessee Tech.

B. The President shall have full authority over the administration of all affairs and operations of Tennessee Tech, subject to any statutory powers retained by the Board or specifically delegated by the Board to other Tennessee Tech officers.

C. The President is authorized, consistent with the law and Board policies, to appoint, determine compensation and duties of, promote, demote, suspend, or terminate other officers and employees of Tennessee Tech and shall report such actions to the Board annually for confirmation.

D. The President shall at least annually report to the Board all significant matters within the President's knowledge related to Tennessee Tech.

E. The President shall perform such other duties as assigned by the Board.

ARTICLE 5: MISCELLANEOUS PROVISIONS

5.1 Any determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

5.2 The Board may temporarily suspend any bylaw by a two-thirds (2/3) vote of the voting members present at the regular or special meeting in which the bylaw is to be suspended.

5.3 Any Board member may propose to alter, amend, restate, or repeal a bylaw by submitting a written request to the Secretary at any regular or special meeting. The Board will vote on any such request at the next regular or special meeting.

5.4 Anyone who wishes to address the Board must submit a written request to the Board's secretary to be received at least fifteen days prior to the scheduled meeting of the Board, absent good cause. The request must include the requestor's contact information and the subject matter to be addressed.

A. The Board's secretary, in consultation with the chair, may either place the requested item on the agenda or notify the requestor in writing of the reason for rejecting the request. The secretary will, as soon as practicable, notify the other Board members of the request and the disposition of the matter.

B. The Board may limit a speaker's time for any such address.



Agenda Item Summary

Date: June 15, 2017

Division: Secretary of the Board

Agenda Item: Review of Current Mission Statement, Vision Statement, and Strategic Plan

Review

Action

No action required

PRESENTER: Phil

PURPOSE & KEY POINTS:

Tennessee Tech's vision statement was revised in 2012 when it was developing the new strategic plan, Flight Plan. The vision statement is bold and *aspirational*, which describes what Tennessee Tech would like to become and the university's future goals.

Tennessee Tech's mission statement addresses teaching, learning, research, and service. The mission statement was reviewed and approved by the Tennessee Board of Regents on March 25, 2011, with the Strategic Plan.

The Flight Plan now serves as the TTU strategic plan, guides implementation of the TTU mission through its focus areas: undergraduate education, technology, distinctiveness, and infrastructure and resources.

TENNESSEE TECH'S VISION STATEMENT

Tennessee Tech will be nationally recognized as a leading technological university in the South, providing academic, economic and cultural leadership in the region and producing practical, ready-to-work graduates from a broad range of academic disciplines prepared to excel in a technologically driven world.

TENNESSEE TECH'S MISSION STATEMENT

Tennessee Technological University's mission as the state's only technological university is to provide leadership and outstanding programs in engineering, the sciences, and related areas that benefit the people of Tennessee and the nation. The University also provides strong programs in the arts and sciences, business, education, agriculture and human ecology, nursing, music, art and interdisciplinary studies. Tennessee Tech serves students from throughout the state, nation, and many other countries, but it retains a special commitment to enrich the lives of people and communities in the Upper Cumberland region of Tennessee.

The University is committed to the life-long success of students in its undergraduate, master's, specialist, and doctoral degree granting programs through high-quality instruction and learning experiences. The University is engaged in scholarly activity, especially basic and applied research, creative endeavors, and public service, with special emphasis on community and economic development. The University supports student participation in a broad array of extracurricular activities as an integral component of its commitment to student life and success.

The University's three interdisciplinary Accomplished Centers of excellence in Energy Systems Research, Manufacturing, and Water Resources and Chairs of Excellence in Business Administration strengthen the instructional, research, and service mission of the University.

The University is as supportive of women as of men and as supportive of those in the minority as of those in the majority. The University provides educational opportunities to all eligible persons without regard to age, gender, ethnicity, race, religion, national origin, disability, or sexual orientation. The institution is committed to an inclusive and diverse campus that enriches the educational experience, promotes personal growth and a healthy society, prepares students for success in a global economy, and enhances America's economic competitiveness.



FLIGHT PLAN
FOCUSED FOR THE FUTURE



FROM THE PRESIDENT

Dear Friends of Tennessee Tech


IT'S TIME TO ADDRESS THE QUESTION: WHAT WILL TENNESSEE TECH UNIVERSITY BECOME?

Almost 100 years ago, a handful of like-minded people willed this university into existence through their vision and hard work. Today, we owe it to this university and all it stands for to define and differentiate our vision and to get to work.

Why the urgency? Our mission and challenges have changed. Change in higher education is constant and rapid. We are expected to help drive economic development, supply the next generation workforce with specific skills, create intellectual property, and enroll and graduate record numbers of students.

Doing the same things the same way is no longer an option. The time has come to adapt so that we achieve the bottom line—the success of our graduates and the added value we deliver to the communities we serve. We have to be bold, fearless and swift. In a sense, we have to be true eagles.

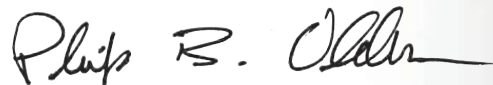
So our vision is this: *Tennessee Tech will be nationally recognized as a leading technological university in the South, providing academic, economic and cultural leadership in the region and producing practical, ready-to-work graduates from a broad range of academic disciplines prepared to compete in a technologically driven world.*

 **VISION STATEMENT** *Tennessee Tech will be nationally recognized as a leading technological university in the South, providing academic, economic and cultural leadership in the region and producing practical, ready-to-work graduates from a broad range of academic disciplines prepared to compete in a technologically driven world.*

During the past year, more than 50 members of the campus community have dared to be bold, swift and fearless in developing Flight Plan: Focused for the Future. Now it's time to make Flight Plan a part of this university's fabric so we can fulfill our vision. Within this plan, you will find initiatives that address our challenges, action plans that move us forward and measurements for evaluation. You also will find how we will approach accountability and funding.

Flight Plan gives us a new approach, and there are checkpoints to mark our progress along the way. This is a journey. An African proverb says, "If you want to go fast, go alone. If you want to go far, go together." I invite you to read on, get involved and join us as we boldly take Tennessee Tech University forward.

PHILIP B. OLDHAM · *TTU President*





LEAD

Flight Plan matters because our students matter. Our students are working in an interdisciplinary, globalized world, and we need to lead them to be better at that.

HOLLY STRETZ
Associate Professor
Chemical Engineering
AT TTU SINCE 2005



FLIGHT PLAN

A Mirror Becomes a Strategic Lens

AS STUDENTS, FACULTY, STAFF AND ADMINISTRATORS, WE NEEDED TO TAKE A LONG LOOK AT OURSELVES IN THE MIRROR AND ASK SOME HARD QUESTIONS.

As a university, who are we? What do we want to become? We had to analyze our efforts and programs to see clearly our current standing and the needs of our campus community. That mirror turned into a strategic lens through which we began to envision our future as a leading technological university in the South.

Suggestions, complaints, expectations and ideas from students, faculty and staff became a needs list. Some needs were immediate and will be addressed right away, and achievement is expected during the 2013-2014 fiscal year.

Other needs will be addressed over a longer term, but we need more input and guidance

from students and faculty – or infrastructure, technology or funding – to move forward.

In essence, we are going to remove the obstacles students face in enjoying and completing college and those that faculty tackle in teaching and mentoring students, and in guiding and commercializing research.

It's all about helping students earn their degrees. Everything we do will support TTU's commitment to develop students who are hard-working, critical thinkers prepared for a global environment.

These observations from students and faculty identify current needs.

- › Undergraduate students want to gain

real-world problem solving experience by concentrating on *co-curricular activities* and pursuing *research opportunities*.

- › Students have asked for *improvements in advising, registration and scheduling*.
- › TTU's *retention and graduation rates* are strong relative to in-state peers but lag behind aspirational institutions.
- › Faculty need *resources to incubate interdisciplinary research ideas* and to create *opportunities* for external funding.
- › Graduate degree offerings should evolve and adapt in *areas of market demand*.
- › TTU must *increase the use of technology*. Students are bringing more mobile devices to campus, and they want information via digital channels.
- › Campus *infrastructure must improve* to meet student, faculty and community needs.
- › Business practices are out of date and inefficient, specifically the *hiring and procurement processes*.

BASED ON THE NEEDS LISTED, TTU will focus on these four goals:

ONE

Improve undergraduate student experience.

TWO

Transform technology.

THREE

Create distinctive programs and invigorate faculty.

FOUR

Expand financial resources and modernize infrastructure.





IMPROVE EXPERIENCE

educating students is
*our **HIGHEST PRIORITY***



 ONE

Improve UNDERGRADUATE STUDENT EXPERIENCE

SINCE ITS FOUNDING IN 1915, Tennessee Tech's commitment to educating students has not wavered. It remains our highest priority nearly 100 years later, despite the changing culture and expectations of higher education and the demands of a global society.

In order to attract the brightest students to TTU, and keep them engaged throughout their undergraduate years, we must offer them an experience unmatched by other technological universities.

To understand student expectations and meet demands, we must stay in touch with them, establishing relationships and building a familial

culture in which we can identify and address problems before a student becomes discouraged and quits.

The Complete College Tennessee Act requires us to get serious about helping students complete their degrees and addressing the state's economic development, workforce development and research needs. State universities are accountable for

increasing the educational attainment levels of all Tennesseans.

First-time freshmen withdraw from the university for numerous reasons, from homesickness to financial need to academic struggles. Our job is to encourage students to finish their degrees by ensuring resources are available, the instruction is exceptional, and the learning environment is second to none. +



IMAGINE

Just imagine the creation of a campus culture in which missing class is unthinkable.

SCOTT NORTHRUP
Professor • Chemistry
AT TTU SINCE 1980



Take Action TO IMPROVE

WE WILL HELP OUR STUDENTS succeed at TTU by taking the following actions.

MOTIVATE

Motivate TTU students to stay in college and maintain a high GPA by implementing a peer-based, student mentoring and early intervention program to encourage students to go to class.

ESTABLISH

Establish an advising system that expands the number of professional advisors and supports faculty-student mentorship.

ENSURE

Ensure consistency in availability and quality of academic advising across all colleges.

IDENTIFY

Identify high-demand courses and increase capacity by hiring faculty and evaluating classroom space issues.

GIVE

Give students access to courses they need to graduate on time and reduce overall college expenses.

FOCUS

Focus on incoming student quality and diversity.

IMPROVE

Improve student recruitment and use of scholarships.

PROVIDE

Provide students with a distinctive and relevant undergraduate experience.

METRICS OF SUCCESS

Retention

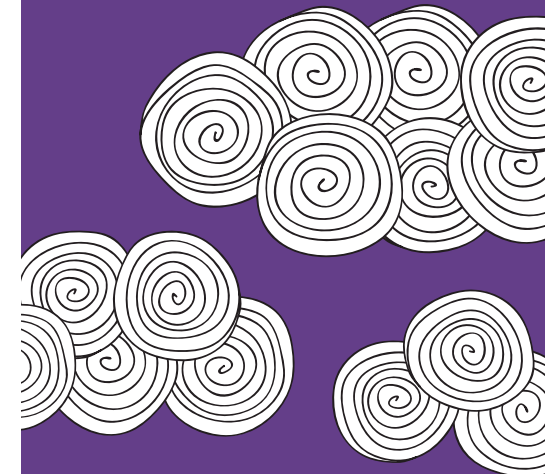
Fall to Spring Retention Rate

Degrees

Degrees Conferred

First-to-Second

First-to-Second Year Retention





TRANSFORM TECHNOLOGY

everything happens through the USE of TECHNOLOGY



 TWO

Transform TECHNOLOGY

TENNESSEE TECHNOLOGICAL UNIVERSITY: Our reason for existence is in our name. When TTU was established, no sage could have conceived of the technologies dominating society today. Everything from weather predictions to business transactions and communication happens through the use of technology.

A technological education can no longer be confined to the engineering disciplines. Agriculture students use Geographic Information Systems to plan herd movements. Nurses rely on information technology for accurate patient information and an understanding of increasingly complex medical procedures. Teachers from Pre-K programs through higher education must grasp the capabilities of high-tech devices and know how to

apply technology-based learning techniques in the classrooms.

“If we surround good faculty with good support and good students, you end up with an outstanding environment,” said Reid Christenberry, chief information officer, who joined TTU in 2013. “It will happen. If you leave any one of the three out, it won’t. We have the good students and good faculty.

We just need to make sure we’ve got good support.”

Technology is inescapable, no matter the career and lifestyle choices of TTU students and graduates. As a leading technological university dedicated to producing insightful, innovative, critical thinkers for tomorrow’s workplace, Tennessee Tech must make several new commitments to our students, faculty and staff. +



DELIVERY

Faculty have a subject area we study. We know our area, but the method of delivery for that has changed. Students today are multi-sensory. They want to hear it, they want to see it, they want to consume it in a number of ways.

CARL OWENS

Professor

Curriculum and Instruction

AT TTU SINCE 1981

TWO

Take Action TO TRANSFORM

WE WILL HELP OUR STUDENTS connect and communicate at TTU by taking the following actions.

IMPROVE

Improve technology service to students by meeting student need for connectivity and support.

ESTABLISH

Establish a fund to promote innovation.

SUPPORT

Support a technology-forward student experience and meet student expectations.

SUPPORT

Support faculty in the application of technology in the classroom.

STRENGTHEN

Strengthen technology capabilities in infrastructure and services.

METRICS OF SUCCESS

Wi-Fi

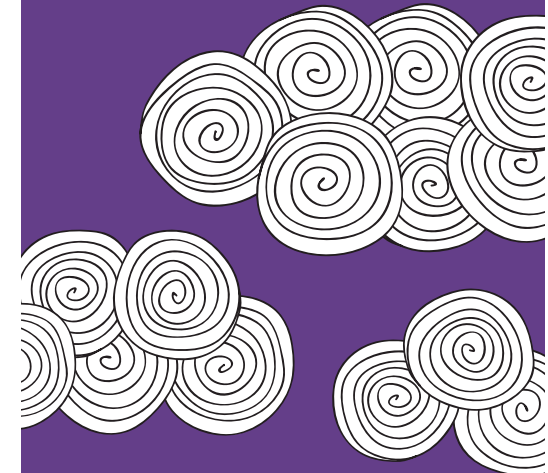
Reduce Wi-Fi Dark Spots

Service

Improve Service Desk Visits

Switches

Increase Switches and Access Points





CREATE PROGRAMS

*encouraging faculty research
to **INSPIRE STUDENTS***



 **THREE**

Create DISTINCTIVE PROGRAMS AND INVIGORATE FACULTY

EMPLOYERS CONSISTENTLY PRAISE TENNESSEE TECH GRADUATES as hard-working, capable, critical thinkers. Without question, our undergraduates leave TTU ready to work as entrepreneurs, brilliant engineers, nurses who pass the licensure exam on the first attempt, business leaders, and nationally acclaimed artists and musicians. They lead Fortune 500 companies, open orphanages in Africa, become astronauts, and invent technologies that change the lives of people worldwide.

Tennessee Tech graduates are practical and ready to work when faculty are engaged in mentoring students, working alongside them in research endeavors and encouraging undergraduates to pursue a graduate education or career path that involves meaningful research.

Only when faculty members are inspired to pursue research opportunities themselves will students see the benefits of practically applying their knowledge and skills to create solutions for real-world challenges.

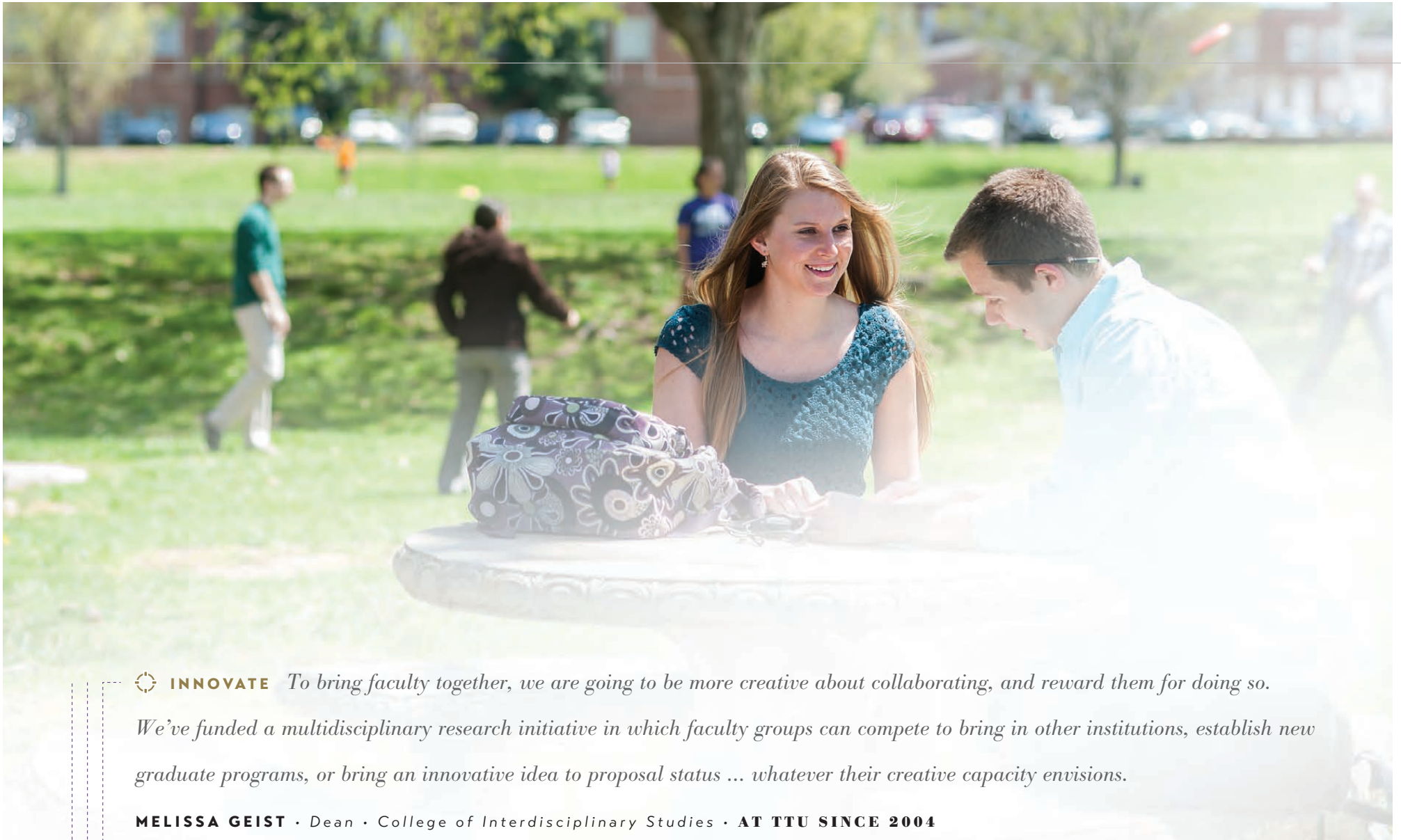
The Flight Plan has identified ways to encourage faculty to work across disciplines on imaginative research initiatives.

One professor has said, “If we want the students to be engaged, we have to rebuild that culture every fall. How can we do that if we’re not all working together as a team, if we’re not all engaged in building a learning community amongst ourselves?”

Let’s build a campus community where nursing

students study abroad with language majors to gain an understanding of healthcare practices in other countries. When business professors take students abroad to study marketing processes, they invite engineering students to redesign the product to better meet consumer needs.

The possibilities for interdisciplinary study and research are endless, limited only to the creative capacity of Tennessee Tech faculty and their willingness to explore new opportunities and ideas. +



🔄 INNOVATE *To bring faculty together, we are going to be more creative about collaborating, and reward them for doing so. We've funded a multidisciplinary research initiative in which faculty groups can compete to bring in other institutions, establish new graduate programs, or bring an innovative idea to proposal status ... whatever their creative capacity envisions.*

MELISSA GEIST • Dean • College of Interdisciplinary Studies • **AT TTU SINCE 2004**

HOLLY STRETZ • Associate Professor • Chemical Engineering • **AT TTU SINCE 2005**

THREE

Take Action TO CREATE

WE WILL ENCOURAGE OUR STUDENTS to think critically at TTU by taking the following actions.

PROVIDE

Provide undergraduate research opportunities and emphasize co-curricular activities to motivate students to think critically.

ESTABLISH

Establish an incubator to cultivate distinctive research opportunities, seek prospects for research partnerships and expand funded research.

EVALUATE

Evaluate academic structure to promote cross-disciplinary work and support faculty collaboration.

IMPROVE

Improve graduate recruitment and enrollment processes in order to attract high quality graduate students.

OFFER

Offer new graduate degree programs in high-demand, distinctive areas.

PROVIDE

Provide infrastructure and technology support to faculty, encouraging digital learning opportunities and enabling faculty to devote more time to teaching and mentoring students.

METRICS OF SUCCESS

Degrees

Master's and Doctoral Degrees Conferred

Awards

Research Proposals and Awards

Research

Externally Funded Research

Admissions

Graduate Enrollment





EXPAND RESOURCES

major construction projects within
the **MASTER PLAN**



 **FOUR**

Expand FINANCIAL RESOURCES AND MODERNIZE INFRASTRUCTURE

COLUMNS AND CUPOLAS help create our distinct physical presence, and they visually represent our tradition and strength. As we head into our Centennial year, students, faculty and the community have been clear about what can make our infrastructure better.

They have frequently asked for more green space, more commuter parking spaces, enhanced facilities and greater dining capacity. These needs will be addressed as we move into major construction projects within our master plan.

The proposed academic quadrangle stands as a key element of a renewed and transformative master plan. In addition to the historic, or main, quadrangle, two

outdoor spaces will be created. The new campus lawn will extend to the north and the academic quad will extend to the west and provide access to the new science building and future buildings.

Modernizing infrastructure extends to Athletics. TTU student athletes consistently outperform Ohio Valley Conference peers in the classroom. Their dedication to academics must be supported with a university

commitment to their athletic training, preparation and performance, including upgraded facilities.

Visitors easily will see the outward campus transformation, but changes will also be happening internally to sustain the type of growth that will make us successful. A new data-driven enrollment model will help us manage how we choose to grow, generate tuition dollars and structure scholarships. +



FOUR

Take Action TO EXPAND

WE WILL GROW WITH OUR STUDENTS by taking the following actions.

IMPROVE

Improve experience for all students, faculty and staff with modernized facilities and excellent service.

STREAMLINE

Streamline administrative requirements by simplifying business processes and leveraging technology to improve effectiveness.

IDENTIFY

Identify and plan funding for infrastructure priorities, including a physical sciences laboratory building.

ASSIST

Assist all varsity sports teams by supporting efforts to hire, recruit and retain coaches and improve facilities.

BROADEN

Broaden financial resources through sustainable growth.

PLAN *After so many years of tight budgets, to be able to look at issues and plan and take action, it's uplifting.* **JEFF ROBERTS** • Professor • History • **AT TTU SINCE 1991**

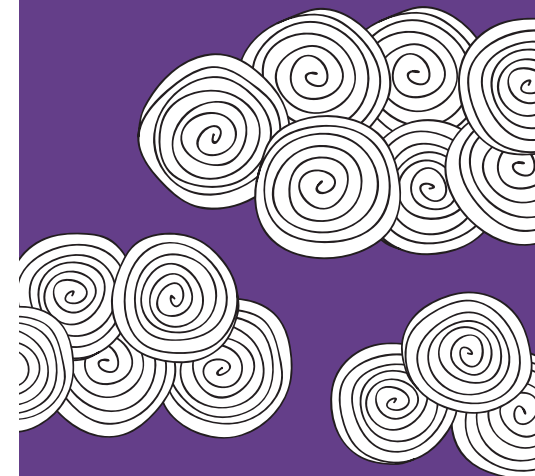
METRICS OF SUCCESS

Expenditures

Operating Expenditures Per Student Full-Time Enrollment

Endowment

Endowment Per Student Full-Time Enrollment





✚ BALANCE

Expanding external support is important, but several other strategies exist internally. We can operate more efficiently, reallocate savings, find the right enrollment and tuition balance and maximize our state funding potential.

CLAIRE STINSON
Vice President
Finance and Planning
@ TTU SINCE 2006

FLIGHT PLAN

Sources of Funds

FUNDING OUR PRIORITIES BEGINS WITH A HARD LOOK AT HOW WE ARE SPENDING THE FUNDS WE HAVE AVAILABLE.

We will begin with a stronger focus on operational effectiveness and showing strong stewardship. As we find ways to save money and become more efficient, we will reinvest those savings in our academic efforts.

“We will help each college, department and faculty member learn how Flight Plan relates to their plans and actions,” said Bahman Ghorashi, provost and vice president of academic affairs, who joined TTU in 2013. “Successful actions—those

that help us improve performance in our four focus areas—will become funding priorities.”

To be competitive, we must evaluate our opportunities to increase enrollment. With few exceptions, academically strong public institutions have relatively large enrollments. We will explore how to get the most out of scholarships and review enrollment strategies.

Many of Flight Plan’s undergraduate education priority actions are designed to

increase overall success in the Complete College Tennessee Act funding formula, including emphasis on graduation and retention.

External funding increases will come through several efforts to expand gifts and endowment support, increase sponsored research funding and form partnerships.

Plus, we see huge potential for a return on investment in inspiring students and faculty to be true innovators, entrepreneurs and researchers.

BASED ON OUR PRIORITIES, TTU will:

STRENGTHEN

Strengthen TTU’s ability to recruit excellent students through improved use of scholarships.

CREATE

Create sustainable enrollment model.

IDENTIFY

Identify new revenue streams.

GROW

Grow endowment and private funding levels.

PROMOTE

Promote student and faculty innovation by... as a leading





FLIGHT PLAN

Measuring Our Success

IMPROVEMENTS IN THESE UNIVERSITY-WIDE AREAS ARE OUR MEASURES OF SUCCESS. WE WILL DEFINE SUCCESS BY BECOMING THE UNIVERSITY WE DESCRIBE IN OUR VISION STATEMENT.

Measurements such as six-year graduation rates take years to reflect changes, but we will look at our performance at unit and department levels on monthly, semester and annual timetables. Operational metrics will allow us to see what is working and what is not so we can adjust and improve our day-to-day efforts.

One example of operational metrics that almost every college student can relate to is the increase in the number of parking spaces on campus. Other examples include reducing the time to complete the hiring of campus employees and the number of redesigned courses. On the technology side, the number of help calls completed by a tech service desk or a decrease in Wi-Fi dark

spots will reflect our service to students. What we hold ourselves accountable for day by day will make the difference. Feedback and flexibility are keys to Flight Plan's success. We will continue to talk to our students, faculty, staff and other stakeholders so that we have the information to stay on course.

THRIVE *Universities thrive when there is passion and personal commitment. But we need to focus our passion and actions based on what the data tells us about our strengths and challenges. The data will tell a story we must listen to attentively.*

PHILIP B. OLDHAM · President · **AT TTU SINCE 2012**

METRICS OF SUCCESS

Admissions

ACT Score Range and FTE Enrollment

Degrees

Bachelor's, Master's and Doctoral Degrees Conferred

Rates

Retention and Six-Year Graduation Rates

Finances

Research Expenditures Per Faculty, Operating Expenditures Per Student, Endowment Per Student









FLIGHT PLAN

FOCUSED FOR THE FUTURE

This report was produced by the offices of the President and Communications & Marketing.

TTU does not discriminate on the basis of race, color, national origin, sex (gender), disability (ability), or age in its programs and activities.

The following person has been designated to handle inquiries regarding the non-discrimination policies:

Director of Diversity & Legal Affairs, PO Box 5164, Cookeville, TN 38505, 931-372-3016; affirmact@tntech.edu. Pub# 045-OCV-14