



June 15, 2017
1 p.m.
Bell Hall 260

tntech.edu/board







Tennessee TECH

Tuition and Mandatory Fees FY 2017-2018

Presentation to Board of Trustees

June 15, 2017



THEC Recommendation 2017-18 Annual Rates

2017-18 Binding Ranges			
Maintenance Fee		Maintenance + Mandatory Fees	
Minimum	Maximum	Minimum	Maximum
\$0 or Less	\$295	\$0 or Less	\$342



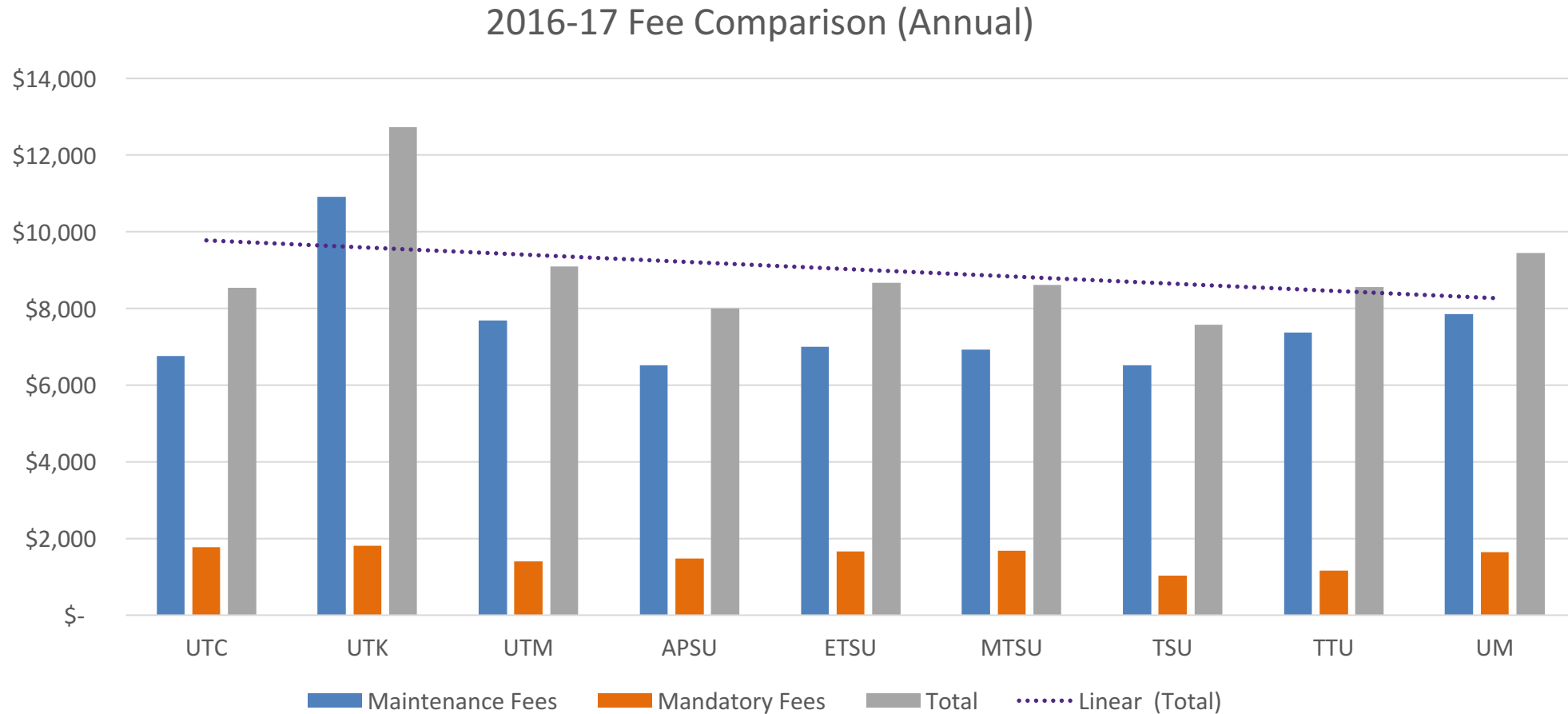
THEC Recommendation 2017-18 Annual Rates

2017-18 Maintenance and Mandatory Fee Increase Scenario and Comparison – 4% Limit

2016-17			2017-18			Combined Increase	Combined % Increase
Maintenance Fee	Mandatory Fee	Maintenance + Mandatory	Maintenance Fee	Mandatory Fee	Maintenance + Mandatory		
\$7,380	\$1,171	\$8,551	\$7,675	\$1,218	\$8,892	\$342	4.00%

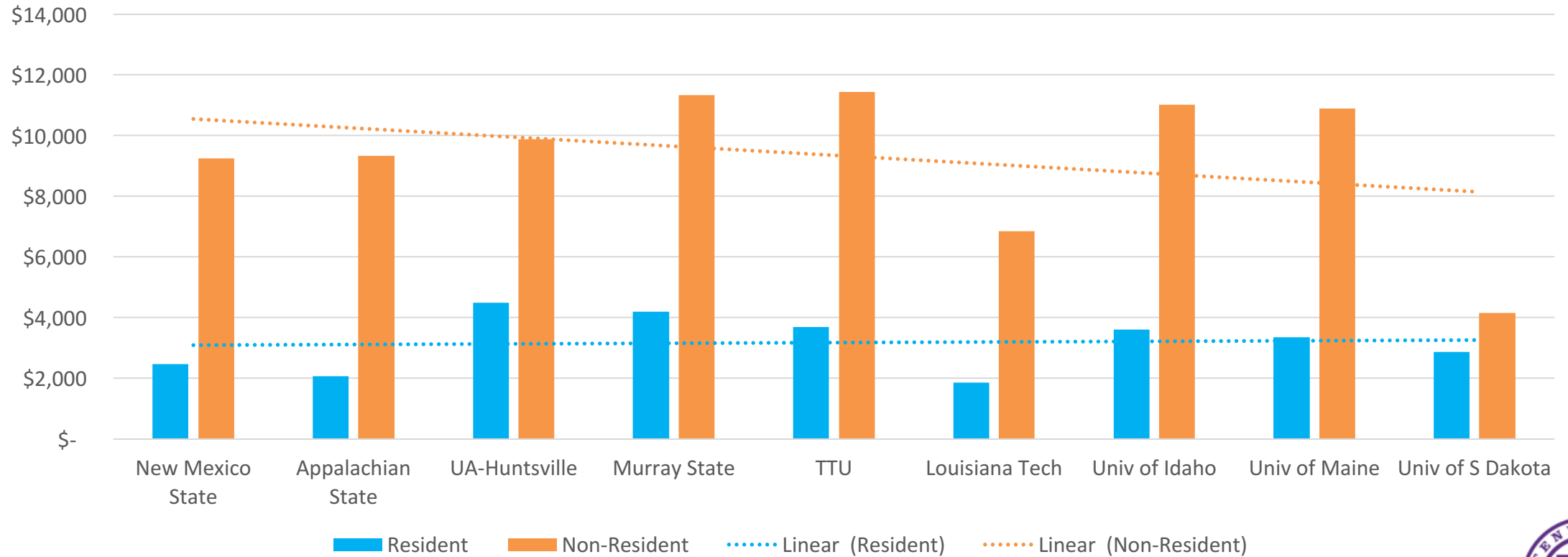


Undergraduate Tuition/Fee 2016-17 Comparison to Tennessee Public Universities



Undergraduate Tuition/Fee 2016-17 Comparison to Out-of-State Peers

Tuition Per Semester



How do TTU Students Pay?

- Tuition, Fee and Funding Assessment
 - Huron Consulting Group Study from November 2016
 - Focused on two separate but related analyses
 1. Multi-year analysis of student funding sources by socioeconomic status and other key characteristics, to understand the impact of tuition, fees, and funding on affordability
 2. Benchmarking assessment of undergraduate and graduate tuition and fees, relative to Flight Plan peers



Student Funding Analysis Methodology

- To analyze tuition and fees paid and student funding sources, Huron collected and aggregated data from TTU's **Bursar, Admissions, and Financial Aid** offices
 - We combined and analyzed data for all **degree-seeking undergraduates** enrolled in TTU at any time between AY 2011-12 and AY 2014-15
 - This yielded a combined total of 29,189 student records
- The analyses presented in this report focus primarily on students who enrolled **full-time** in the **fall and spring terms** of each academic year, and who did not take summer classes
 - This is the most common enrollment pattern among TTU students, accounting for 55%-57% of all students
- We analyze the data at the level of the **academic year** rather than individual terms



Student Funding Analysis Methodology

To investigate student funding and affordability by socioeconomic status (SES), we focused on resident students in the 2014-2015 academic year

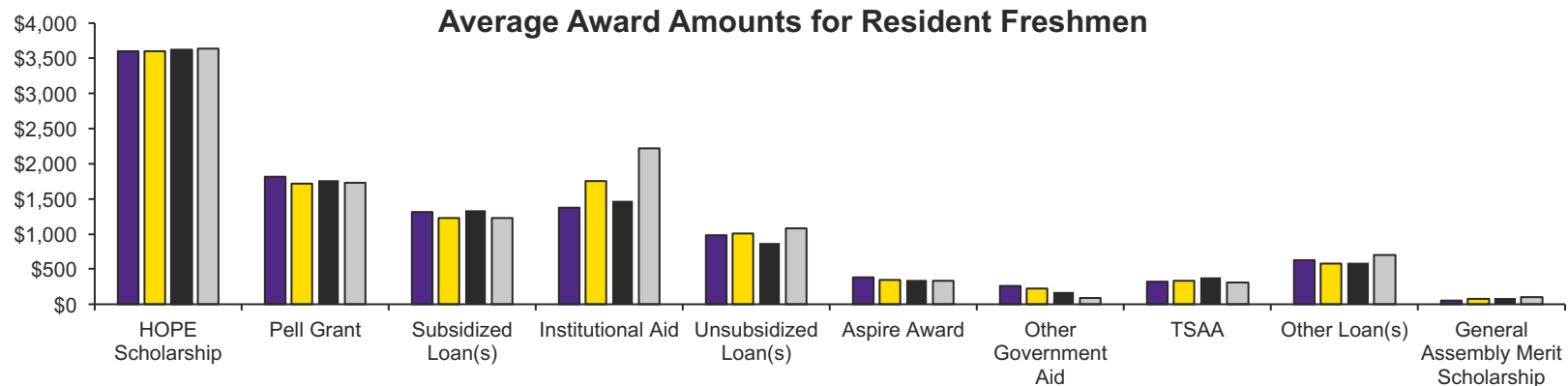
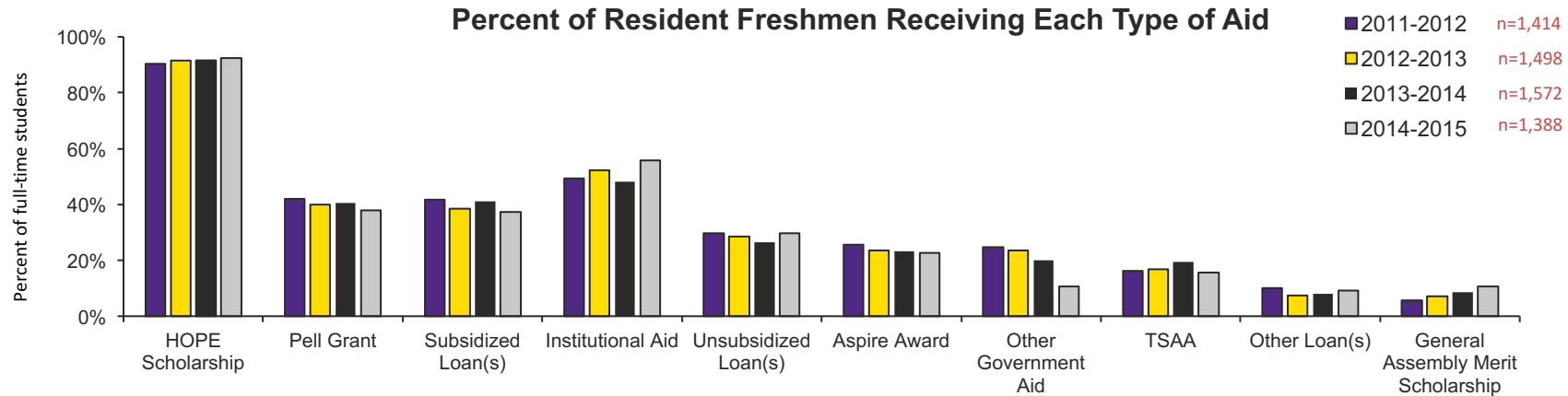
- We again focused on students who were enrolled full-time in the fall and spring, and not enrolled in summer

We used Expected Family Contribution (EFC) as a proxy for socioeconomic status, and identified the following six SES segments:

SES Segment	Definition	Median EFC	Percent of Students
Lowest: Student/family is not expected to contribute to the cost of attendance in 2014-15.	EFC = \$0	\$0	19%
Low: Student/family is expected to contribute to the cost of attendance, but is still Pell eligible.	EFC = \$1-\$5,157	\$1,808	24%
Moderate: Student/family is not Pell eligible, and is expected to contribute up to half of the standard, resident COA in 2014-15	EFC = \$5,158-\$11,799	\$8,162	17%
High: Student/family is expected to contribute at least half of the standard, resident COA in 2014-15, but not the full COA	EFC = \$11,800-\$23,599	\$17,253	17%
Highest: Student/family is expected to contribute the full standard resident COA in 2014-15 (or more)	EFC = \$23,600+	\$37,262	19%
No FAFSA Filed: Student did not file a FAFSA or FAFSA application was rejected	N/A	N/A	5%



Resident Freshmen Rely on HOPE

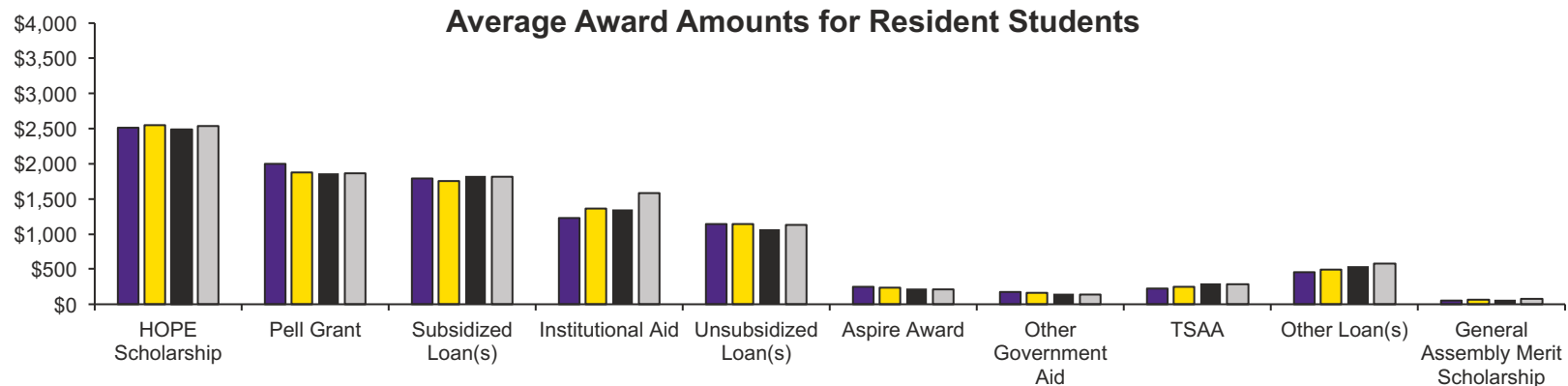
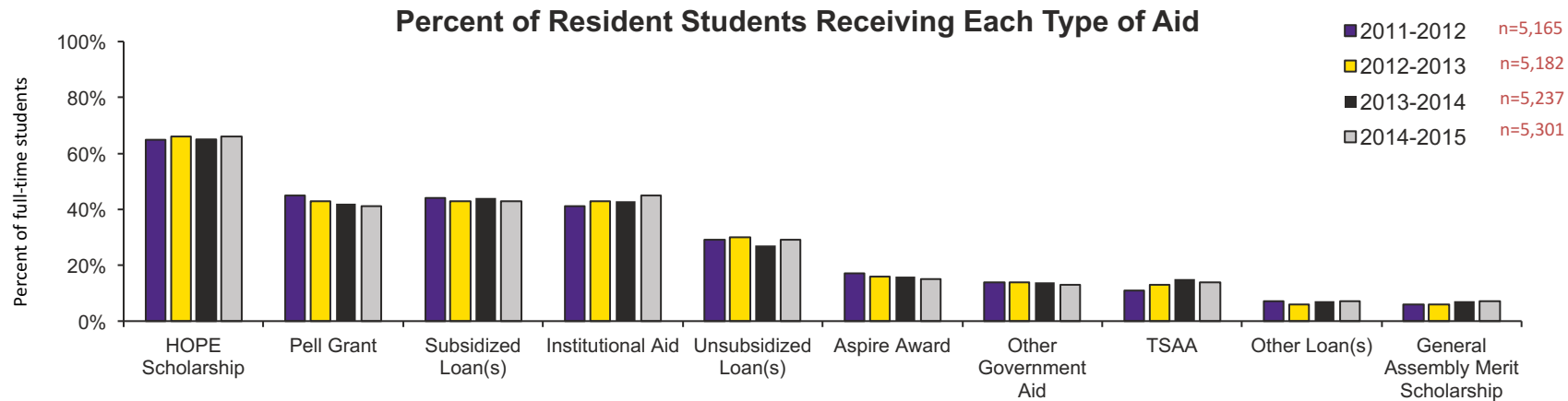


The HOPE Scholarship is a key funding source for the vast majority of resident Freshmen.

Note: Financial aid figures above reflect amounts disbursed to students.



Undergraduate Sources of Aid Steady



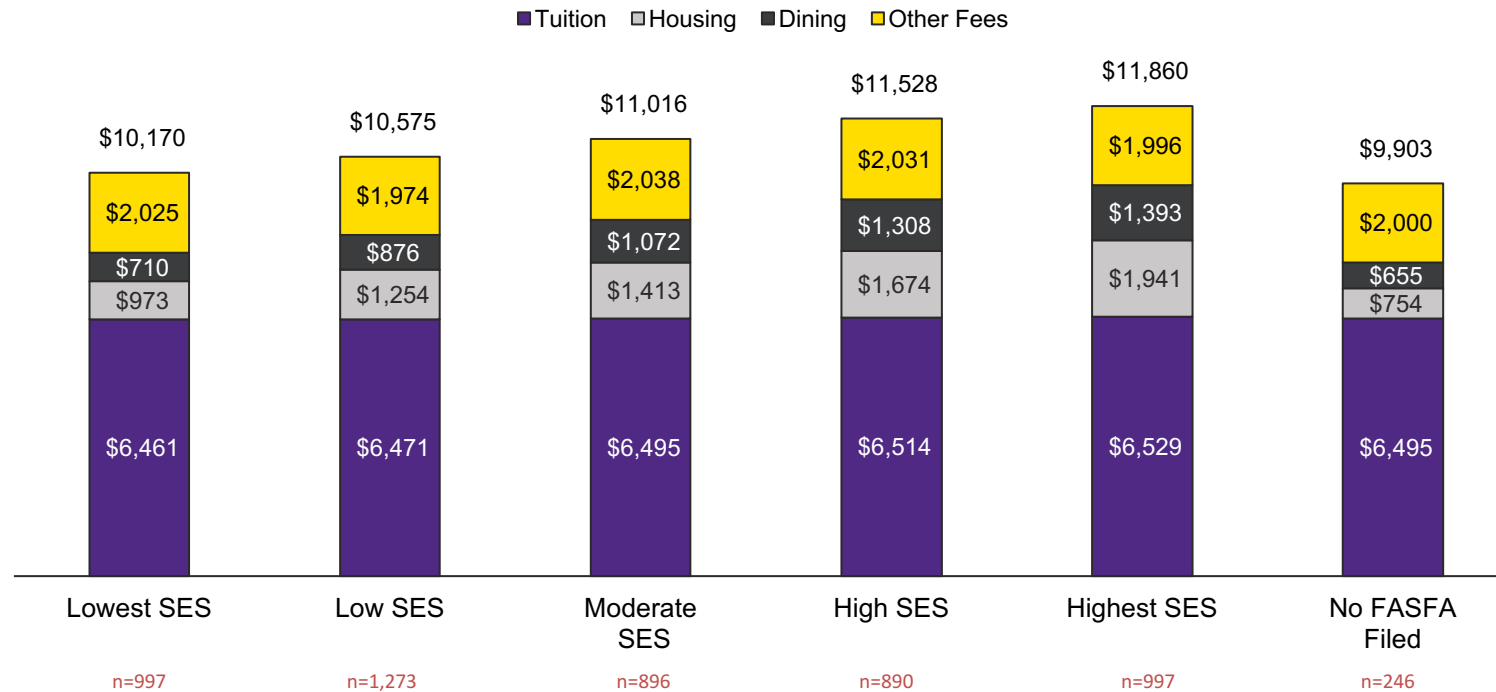
The proportion of resident students receiving each type of aid, as well as average aid amounts, has remained relatively unchanged in recent years.

Note: Financial aid figures above reflect amounts disbursed to students.



Tuition and Fees by Socioeconomic Status

Average Annual Resident Tuition and Fees (2014-15)

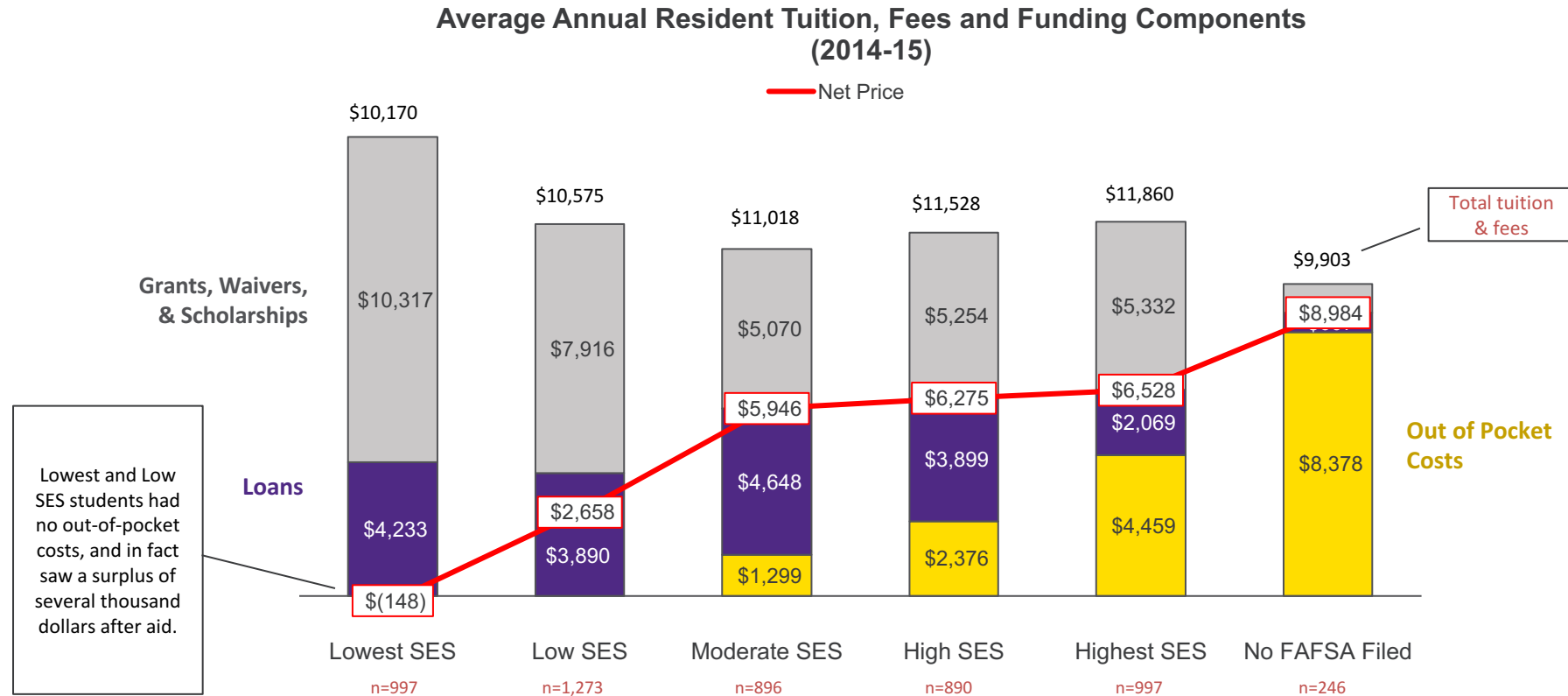


Total tuition and fees increase with socioeconomic status, primarily due to higher housing and dining costs among high SES students.

Note: Other fees include but are not limited to: Special Course Fees, General Access Fee, Debt Service Fee, Facilities Fee, Student Government Fee, Library fines, traffic fines, printing costs and other incidentals



Net Price Differs by Socioeconomic Status

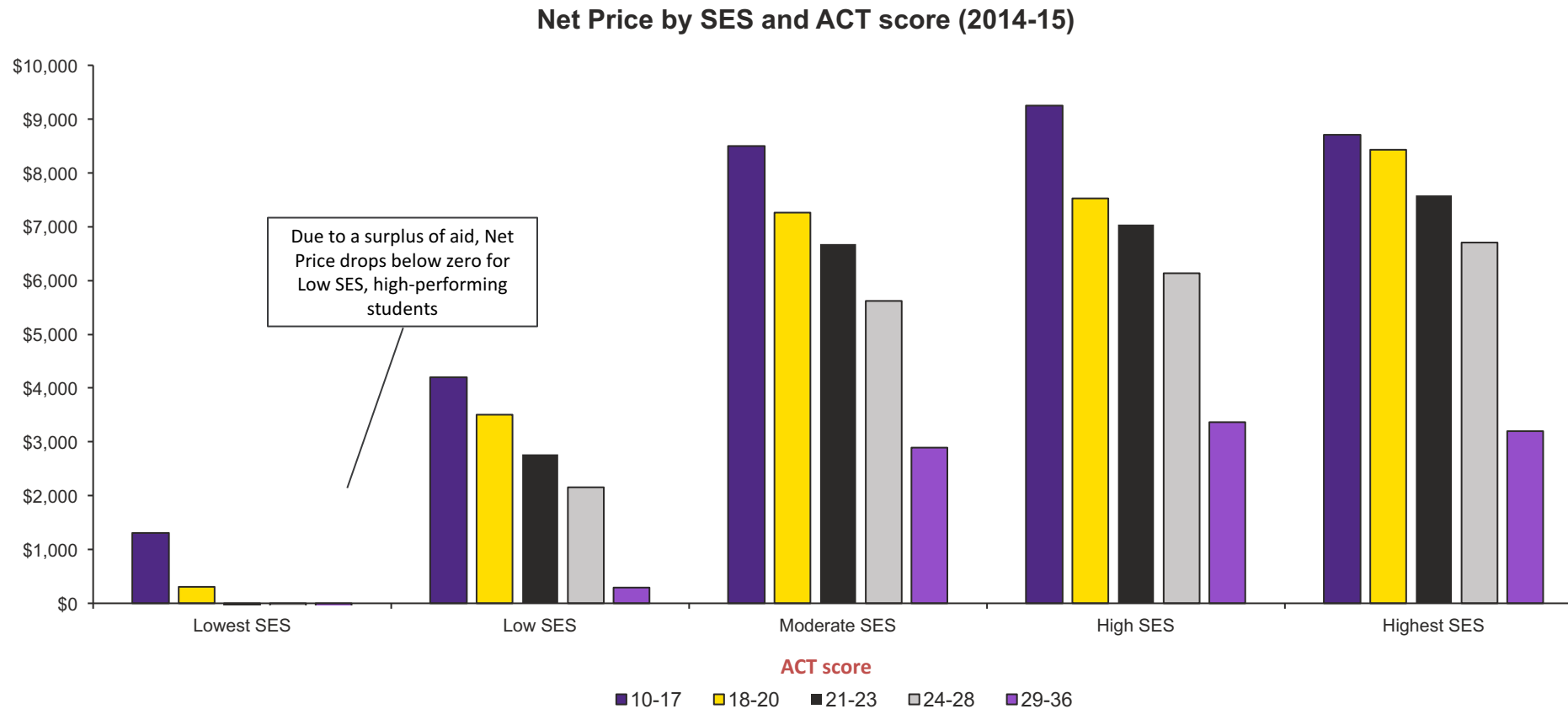


Students in the moderate SES segment have a Net Price similar to those in higher SES segments, but are taking on more loan debt to keep out-of-pocket costs down.

Note: Financial aid figures above reflect amounts disbursed to students. "Loans" also includes a small amount of Federal Work Study dollars.



SES and test scores independently influence Net Price

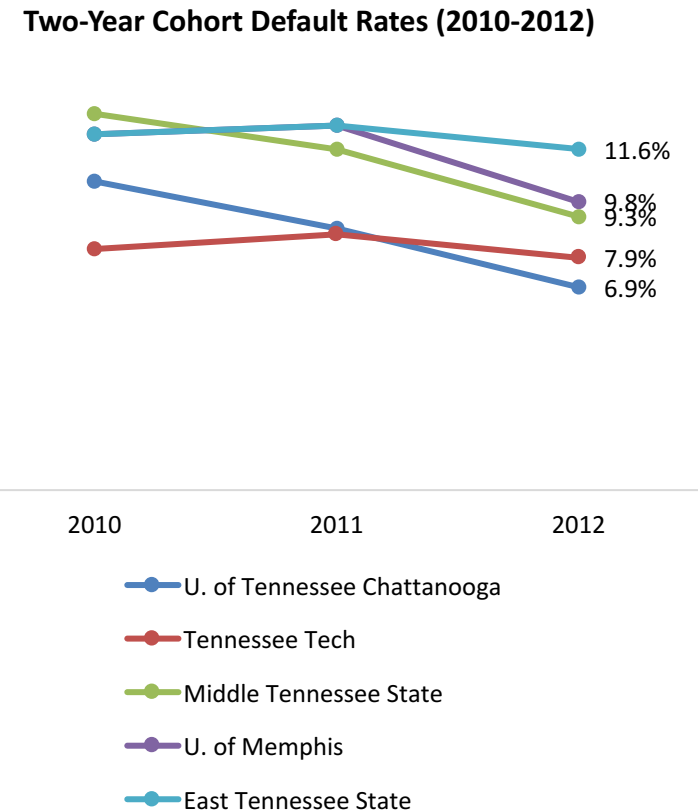
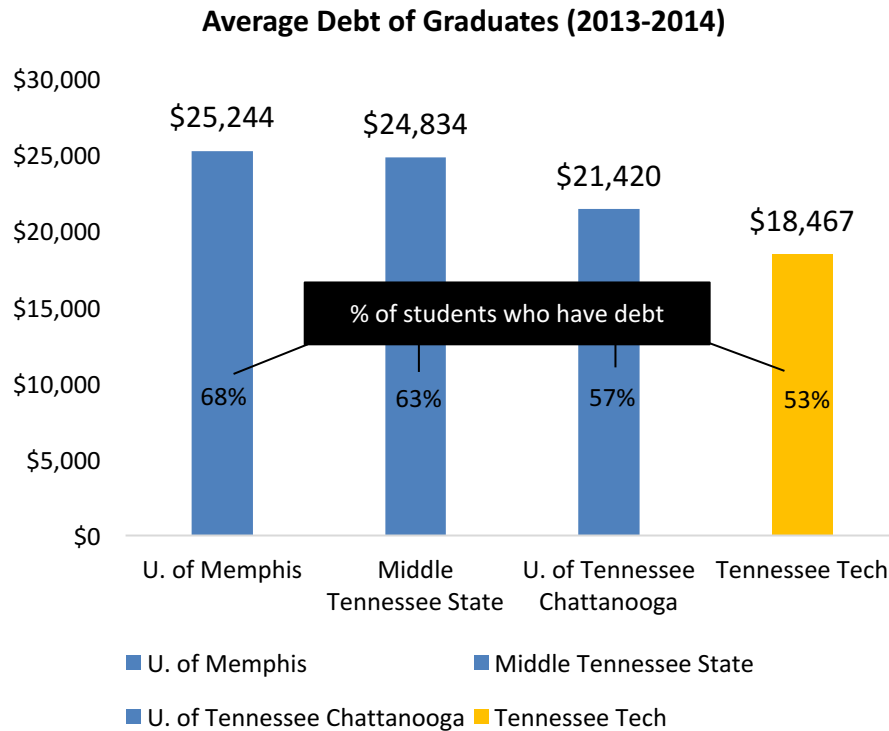


Moderate-to-high SES students with low test scores face the highest Net Price.



Tuition and Fees – Student Debt

Even with increases in net tuition, the average student debt at TTU is the lowest among state peers and the default rate is one of the lowest



*Numbers for East Tennessee State not available

Low debt among TTU graduates differentiates the school from its peers, which *might* mitigate TTU's capacity to increase tuition and fees



Per Semester In-state Maintenance Fee History and Recommendation for FY 2017-18

	Fall 2013	Fall 2014	Fall 2015*	Fall 2016	Fall 2017**
Undergraduate Maintenance	\$ 3,048	\$ 3,237	\$ 3,591	\$3,690	\$ 3,828
Dollar increase over prior year	\$174	\$189	\$ 354	\$ 99	\$ 138
Percentage increase	6.1%	6.2%	10.9%	2.8%	3.74%
*Collapsed existing mandatory and non-mandatory fees equivalent to \$18 per UG hour into Maintenance fees					
** Recommended maintenance fee to be effective with fall 2017					
Rate per credit hour	\$ 242	\$ 257	\$ 285	\$ 293	\$ 304
Dollar increase	\$ 14	\$ 15	\$ 28*	\$ 8	\$ 11



Per Semester Mandatory Fees

	2016-17	2017-18	Dollar Increase	Percentage Increase
Athletic Fee	\$228	\$248	\$20	8.77%
Campus Recreation	\$45	\$48	\$3	6.66%
Technology Access Fee	\$112.50	\$112.50	Zero	Zero
Facilities Development Fee	\$51	\$51	Zero	Zero
Debt Service	\$129	\$129	Zero	Zero
SGA/SOLO	\$20	\$20	Zero	Zero
Combined Total All Mandatory Fees	\$585.50	\$608.50	\$23	3.9%



Budget Projections 2017-18

Sources and uses of funding	
New state appropriations	\$2,404,900
Projected enrollment decline	\$(2,370,744)
Net Decline in TNeCampus revenues	\$(486,000)
3.74% maintenance fee increase	\$2,779,735
Net sources	\$2,327,891
Mandated 3% salary adjustment	\$(2,162,991)
E&G Scholarship increase	\$(3,408,000)
New Academic Programs start-up cost	\$(285,900)
Other costs	\$(274,700)
Net uses	\$(6,131,591)
Net increase (decrease)	\$(3,803,700)*
*Budget reductions and realignments: Non-Instructional Units \$2,289,644; Instructional Units \$1,314,119	



Fees not subject to THEC binding rates

- Graduate Maintenance Fee
- Out-of-state Tuition
- Non-Mandatory Fees (approved at March Board Meeting)



Graduate Maintenance Fees

Graduate In-State Tuition				
	Fall 2016	Fall 2017	Dollars Increase	Percentage Increase
For Base 10 Hours	\$4,600	\$4,880	\$280	6%
Hourly rate over base hours	\$91	\$96	\$5	5.5%

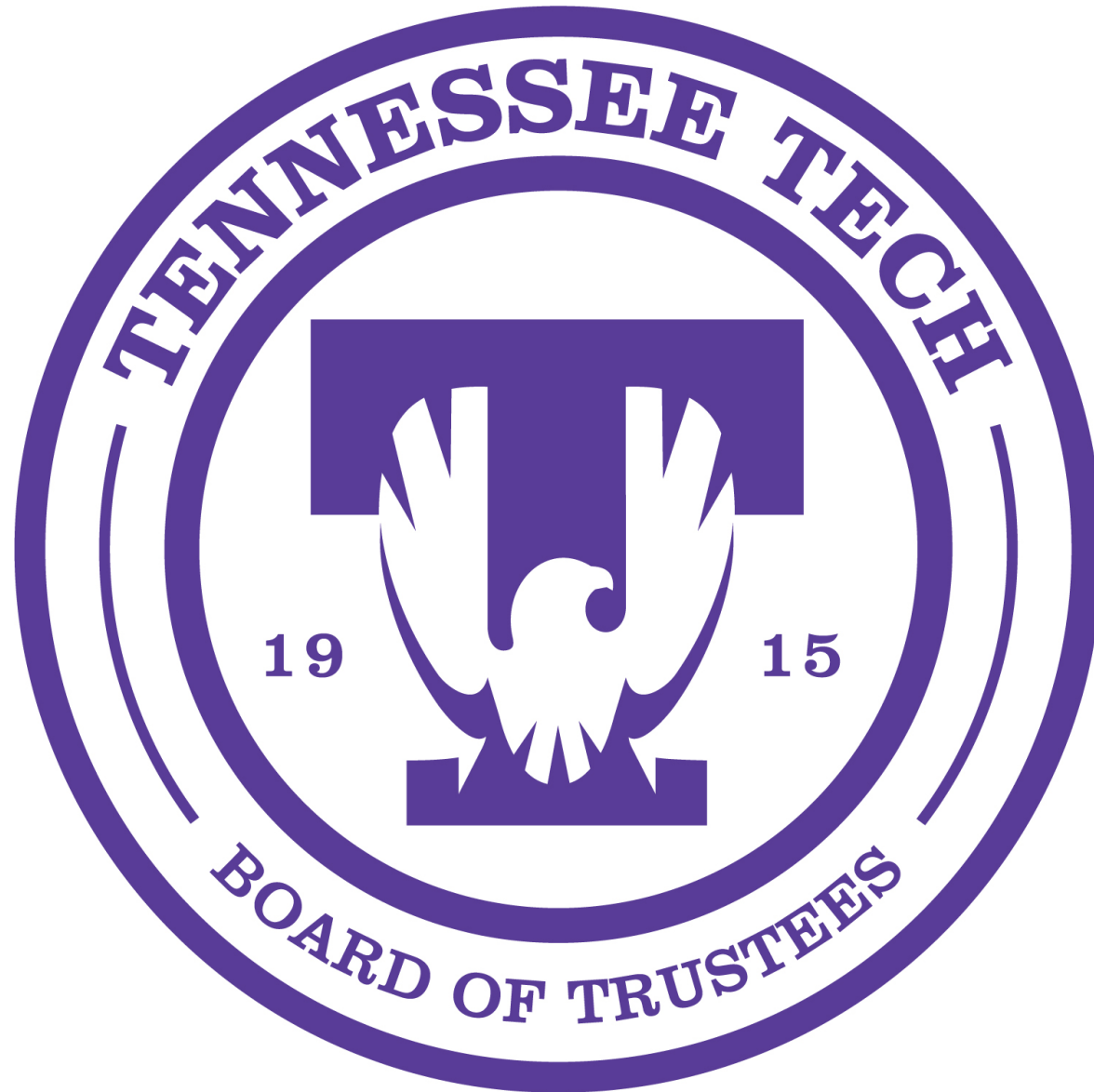


Out-of-state tuition

- Out-of-state students pay same maintenance and other fees as in-state students plus an out-of-state tuition rate
- 2016-17 out-of-state tuition rate
 - Base for 12 hours \$7,932
 - Hourly rate over base hours \$ 132
- No increase in out-of-state tuition is recommended



DISCUSSION





Tennessee TECH

Estimated Budget FY 2016-2017
Proposed Budget FY 2017-2018

Presentation to Board of Trustees

June 15, 2017



Budget Overview

- Both Estimated and Proposed Budgets have the required 2% to 5% reserve
- Estimated Budget recurring expenses exceed recurring revenues by \$1.5 million due to scholarship over awarded
 - Estimated Budget balanced using \$1.5 million one-time resources
- Proposed Budget recurring expenses are supported by recurring revenues
 - Does not include \$525,000 required match for 3% mandated salary increase
- Tuition and fee revenues are based on an enrollment decline of 230 FTE
 - Estimated 100 FTE increase from new freshman students
 - Estimated 330 FTE enrollment decline from prior years
- Proposed Budget includes a projected 3% maintenance fee increase
- Proposed Budget includes projected increase in state appropriations based on Governor's budget



E&G Budget Summary

	Estimated Budget FY2017	Proposed Budget FY2018
Beginning Fund Balance	\$15,950,850	\$10,049,167
E&G Revenues	\$152,251,500	\$155,995,800
E&G Expenses	\$(152,853,300)	\$(148,872,600)
Mandatory and Non-mandatory Transfers	\$(5,300,000)	\$(7,028,300)
Ending Fund Balance	\$10,049,167	\$10,100,215

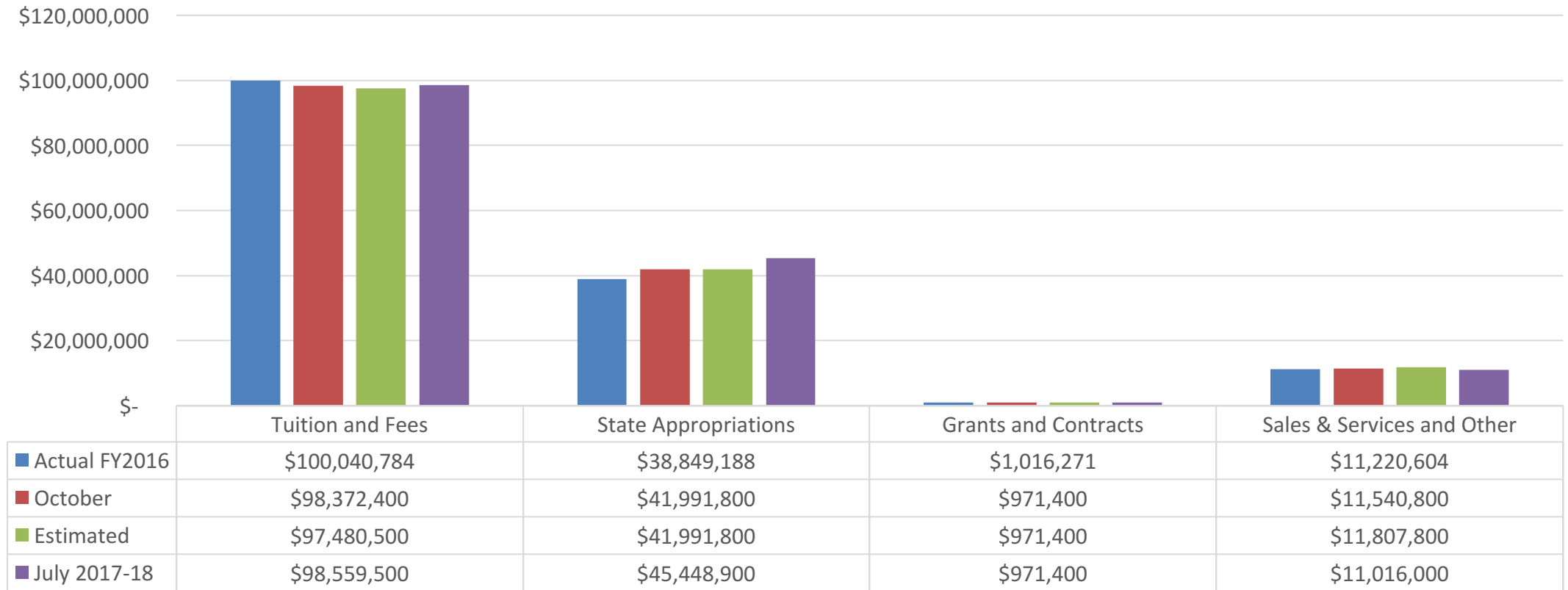


Auxiliary Enterprises Budget Summary

	Estimated Budget FY2017	Proposed Budget FY2018
Beginning Fund Balance	\$840,350	\$829,950
E&G Revenues	\$16,596,700	\$17,473,700
E&G Expenses	\$(7,303,300)	\$(7,222,400)
Mandatory and Non-mandatory Transfers	\$(9,303,800)	\$(10,251,300)
Ending Fund Balance	\$829,950	\$873,950



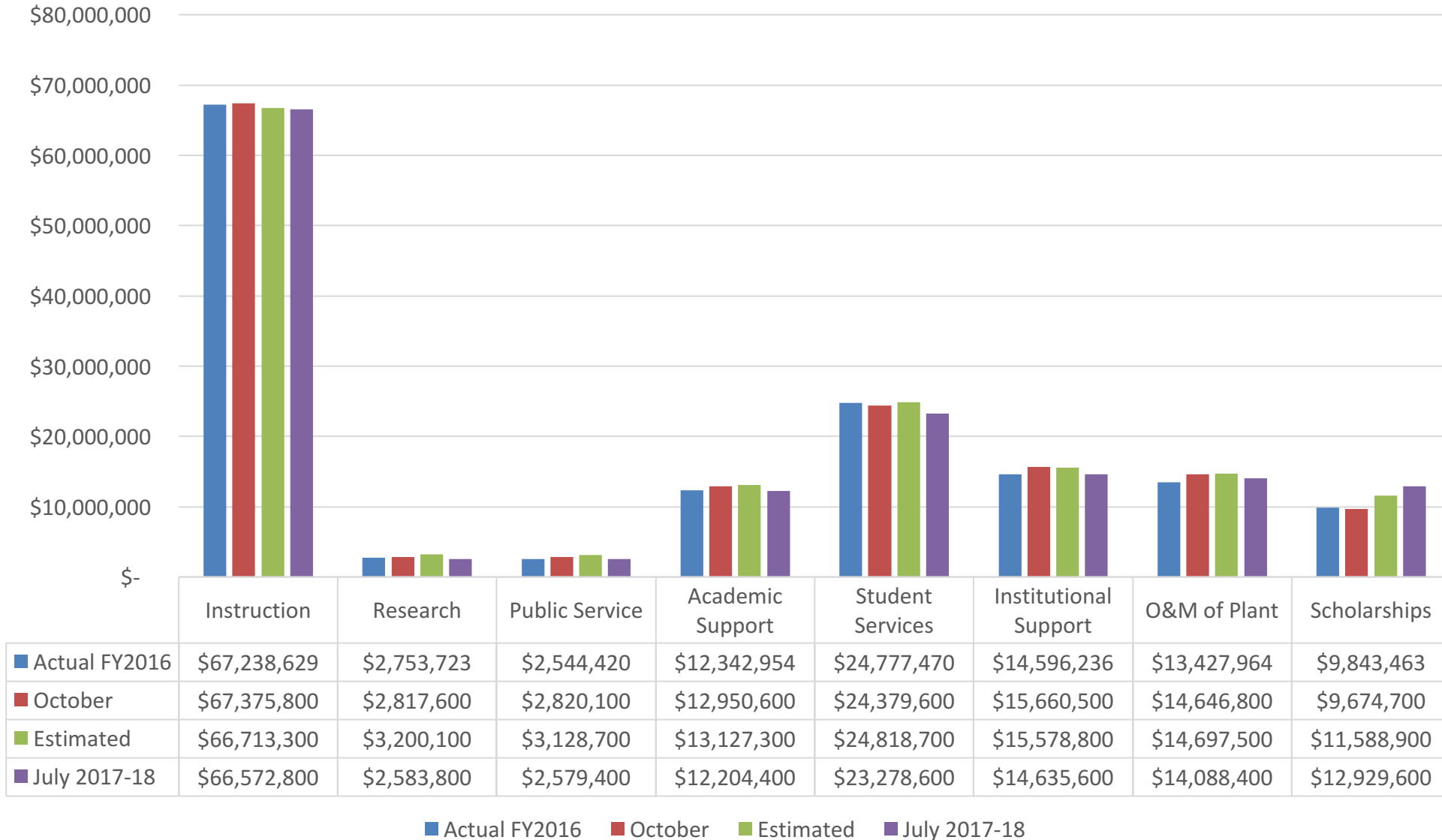
E&G Revenues



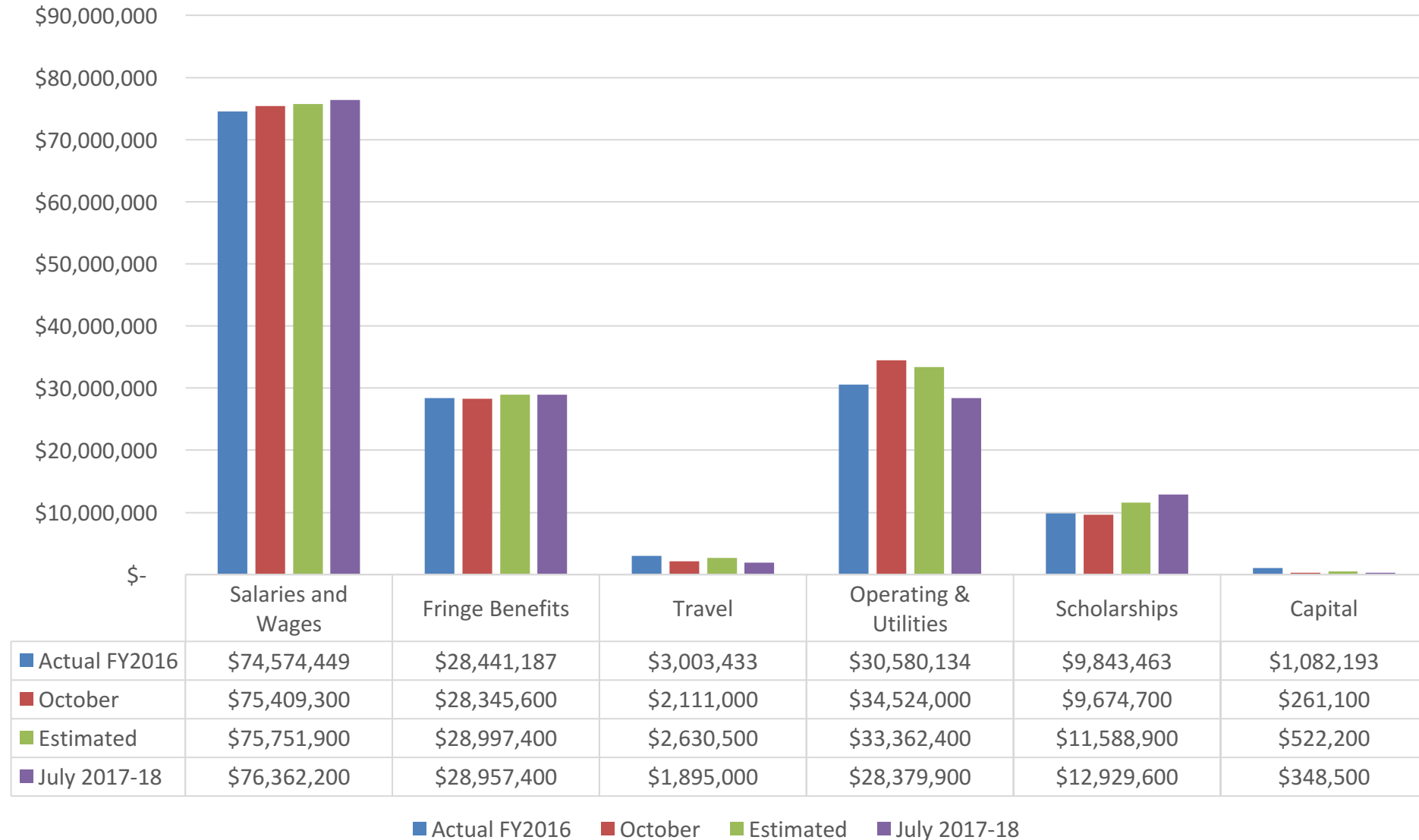
Actual FY2016 October Estimated July 2017-18



E&G Expenses by Functional Categories



E&G Expenses by Natural Classifications



Estimated Budget FY2016-17

Beginning Fund Balance

Total E&G Fund Balance	\$15,950,850
Allocation for Encumbrances	\$740,600
Allocation for Working Capital	\$4,046,200
Special Allocation*	\$9,737,950
Unallocated Balance	\$1,426,100
*2% to 5% Reserve	\$7,554,985
*Student Activity Fee	\$693,638
*Technology Access Fee	\$1,430,213
*Specialized Academic Course Fee	\$59,162

Ending Fund Balance

Total E&G Fund Balance	\$10,049,167
Allocation for Encumbrances	\$740,600
Allocation for Working Capital	\$4,046,200
Special Allocations*	\$5,262,367
Unallocated Balance	\$0.00
*2% to 5% Reserve	\$3,079,307
*Student Activity Fee	\$693,638
*Technology Access Fee	\$1,430,213
*Specialized Academic Course Fee	\$59,162



Proposed Budget FY2017-18

Beginning Fund Balance

Total E&G Fund Balance	\$10,049,167
Allocation for Encumbrances	\$740,600
Allocation for Working Capital	\$4,046,200
Special Allocation*	\$5,262,367
Unallocated Balance	\$0.00
*2% to 5% Reserve	\$3,079,307
*Student Activity Fee	\$693,638
*Technology Access Fee	\$1,430,213
*Specialized Academic Course Fee	\$59,162

Ending Fund Balance

Total E&G Fund Balance	\$10,100,215
Allocation for Encumbrances	\$740,600
Allocation for Working Capital	\$4,046,200
Special Allocations*	\$5,313,415
Unallocated Balance	\$0.00
*2% to 5% Reserve	\$3,130,376
*Student Activity Fee	\$693,638
*Technology Access Fee	\$1,430,213
*Specialized Academic Course Fee	\$59,162



Reserves: Unexpended Plant and Renewal & Replacements

Unexpended Plant

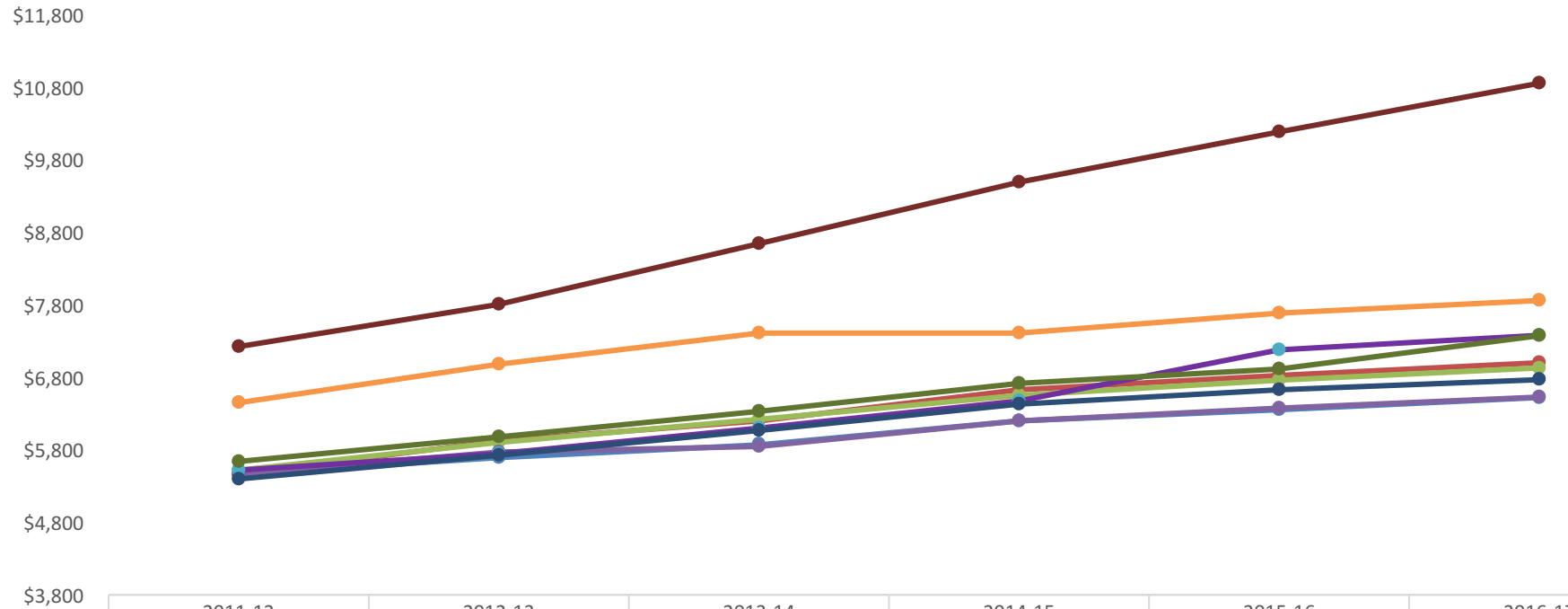
Total	\$51,489,889
Land Purchases	\$3,889,276
New Construction	
Science Building	\$10,830,859
Fitness & Rec Center	\$17,848,776
Parking & Transportation	\$1,864,900
Residence Hall Rvn & Roof	\$1,376,864
Roaden Center Rvn	\$5,610,571
Infrastructure – HVAC	\$3,401,303
Football Digital Board	\$2,580,000
Extraordinary Maint	\$1,569,039
Engineering Master Plan	\$490,000
Dept Small Projects	\$1,397,225
Other Small Projects	\$631,076

Renewal & Replacements

Total	\$29,268,992
Auxiliary – Housing	\$12,542,412
Auxiliary – Other	\$5,312,236
Computer Center	\$2,764,215
Technology Update	\$859,923
Telecommunications	\$270,932
Printing & Photo Srv	\$227,233
Motor Pool	\$536,959
Craft Center R&R	\$514,522
Departmental R&R	\$1,636,302
University Reserve	\$4,604,258



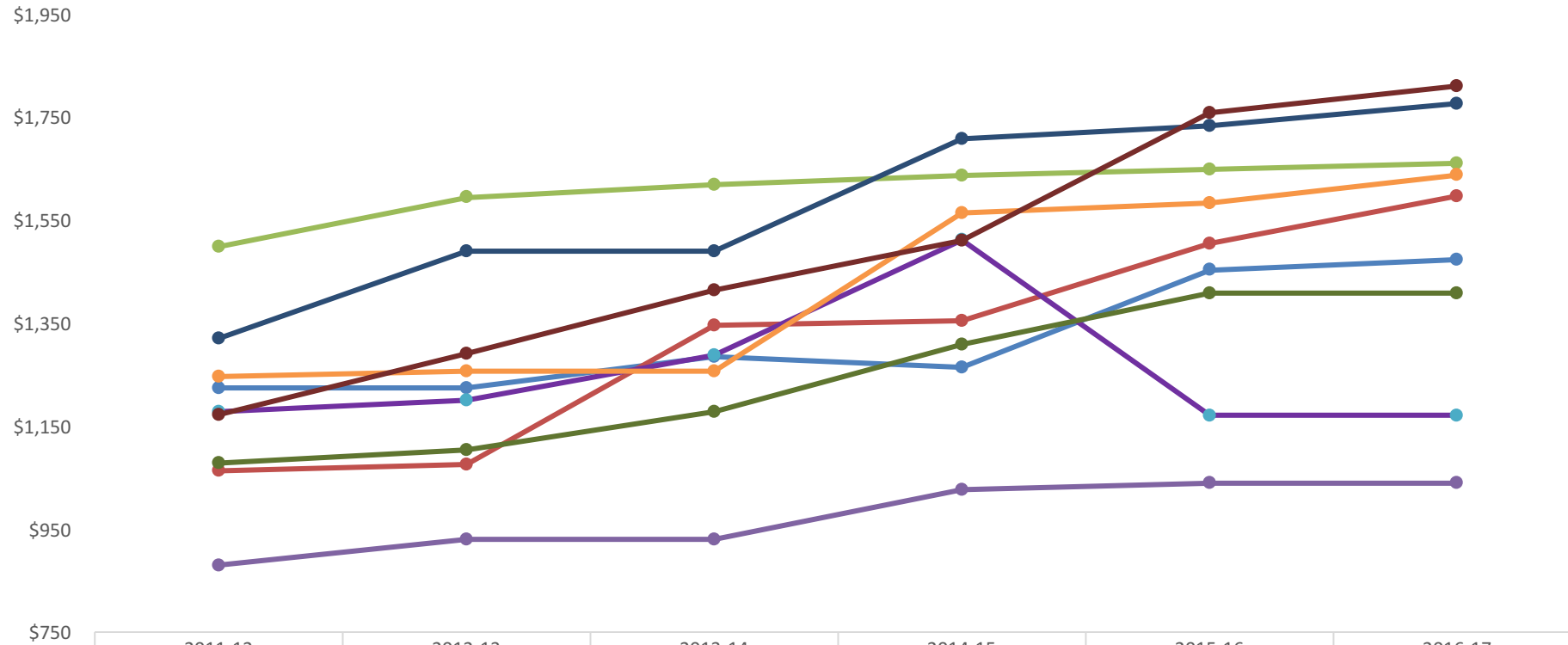
MAINTENANCE FEES COMPARISON (2012-2017)



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Austin Peay	\$5,466	\$5,694	\$5,874	\$6,198	\$6,348	\$6,522
East Tennessee	5,466	5,922	6,198	6,630	6,828	7,002
Middle Tennessee	5,520	5,898	6,222	6,552	6,756	6,930
Tennessee State	5,466	5,772	5,844	6,198	6,378	6,528
Tennessee Tech	5,520	5,748	6,096	6,474	7,182	7,380
University of Memphis	6,450	6,978	7,410	7,410	7,686	7,860
UT Chattanooga	5,398	5,722	6,065	6,430	6,624	6,768
UT Knoxville1	7,224	7,802	8,648	9,493	10,190	10,858
UT Martin2	5,640	5,978	6,336	6,716	6,918	7,375



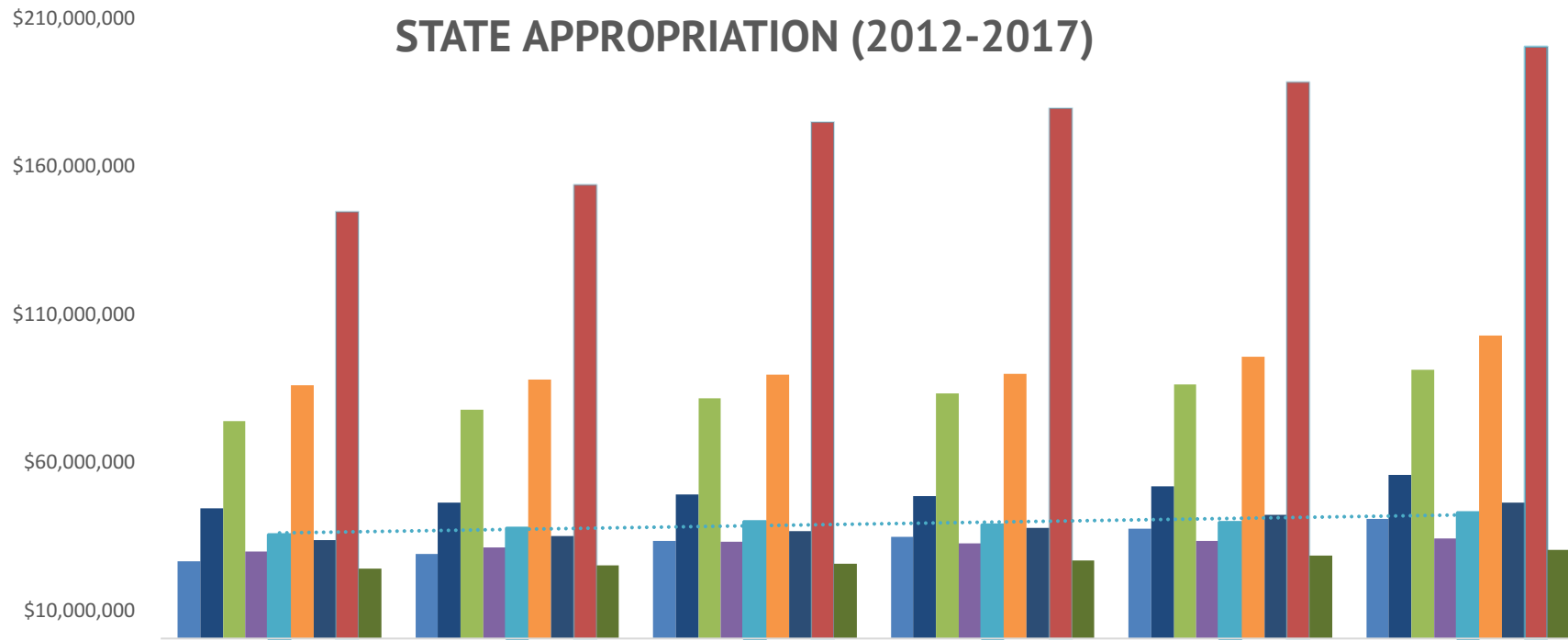
MANDATORY FEES COMPARISON (2012-2017)



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
● Austin Peay	\$1,224	\$1,224	\$1,284	\$1,264	\$1,453	\$1,473
● East Tennessee	1,063	1,075	1,345	1,355	1,504	1,597
● Middle Tennessee	1,498	1,594	1,618	1,636	1,648	1,660
● Tennessee State	880	930	930	1,026	1,039	1,039
● Tennessee Tech	1,178	1,200	1,287	1,511	1,171	1,171
● University of Memphis	1,246	1,256	1,256	1,563	1,583	1,637
● UT Chattanooga	1,320	1,490	1,490	1,708	1,732	1,776
● UT Knoxville	1,172	1,290	1,414	1,510	1,758	1,810
● UT Martin	1,078	1,103	1,178	1,308	1,408	1,408



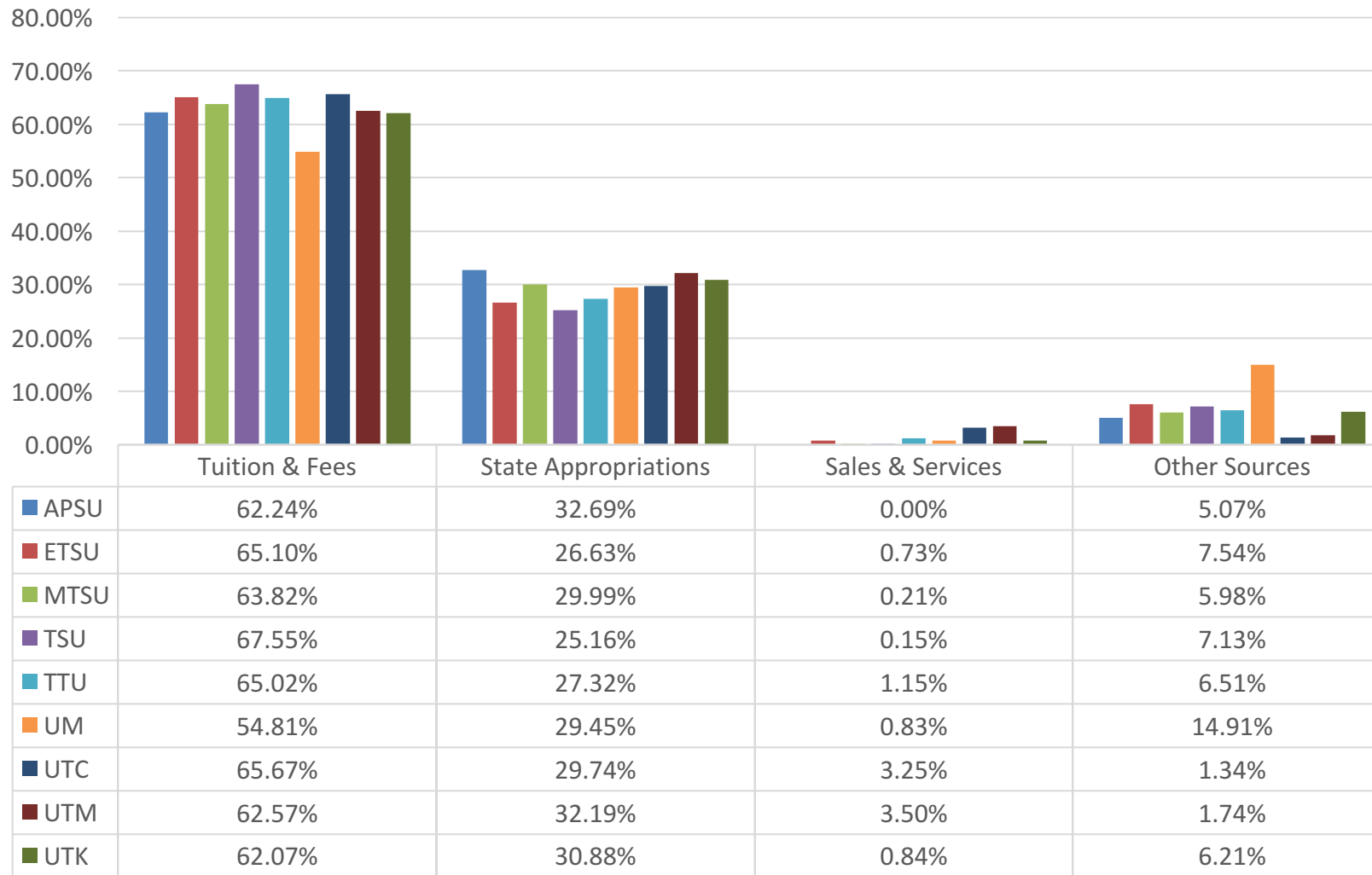
STATE APPROPRIATION (2012-2017)



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Austin Peay	\$26,107,600	\$28,537,600	\$32,995,000	\$34,239,800	\$36,983,700	40,378,500
East Tennessee	44,000,700	45,772,200	48,685,000	48,048,900	51,428,100	55,362,800
Middle Tennessee	73,423,800	77,193,600	81,024,600	82,830,300	85,856,700	90,753,200
Tennessee State	29,335,100	30,810,900	32,610,800	32,088,900	32,892,000	33,717,900
Tennessee Tech	35,086,300	37,288,600	39,559,500	38,394,000	39,297,400	42,671,100
University of Memphis	85,464,300	87,346,700	89,106,400	89,331,900	95,139,600	102,440,600
UT Chattanooga	\$33,294,400	\$34,601,800	\$36,128,500	\$37,501,400	\$41,674,700	\$45,835,300
UT Knoxville	144,150,000	153,343,900	174,335,300	179,044,900	187,890,300	199,911,900
UT Martin	23,636,300	24,609,100	25,243,000	26,249,700	27,892,100	29,922,900



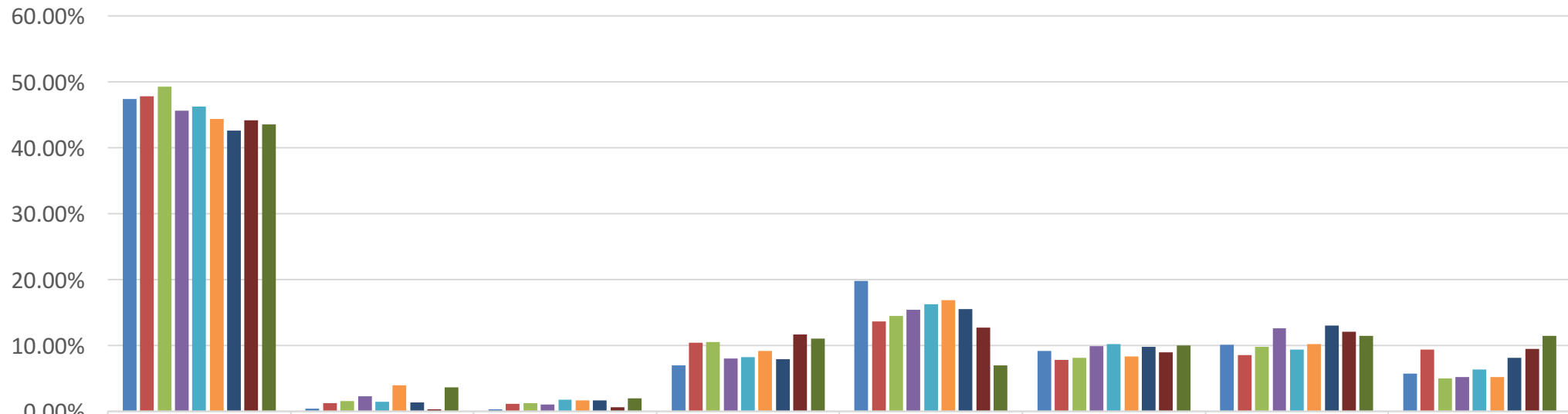
E&G Revenue Percent by Source – July 2016 Budgets



■ APSU ■ ETSU ■ MTSU ■ TSU ■ TTU ■ UM ■ UTC ■ UTM ■ UTK



E&G Expense Percent by Function – July 2016 Budgets

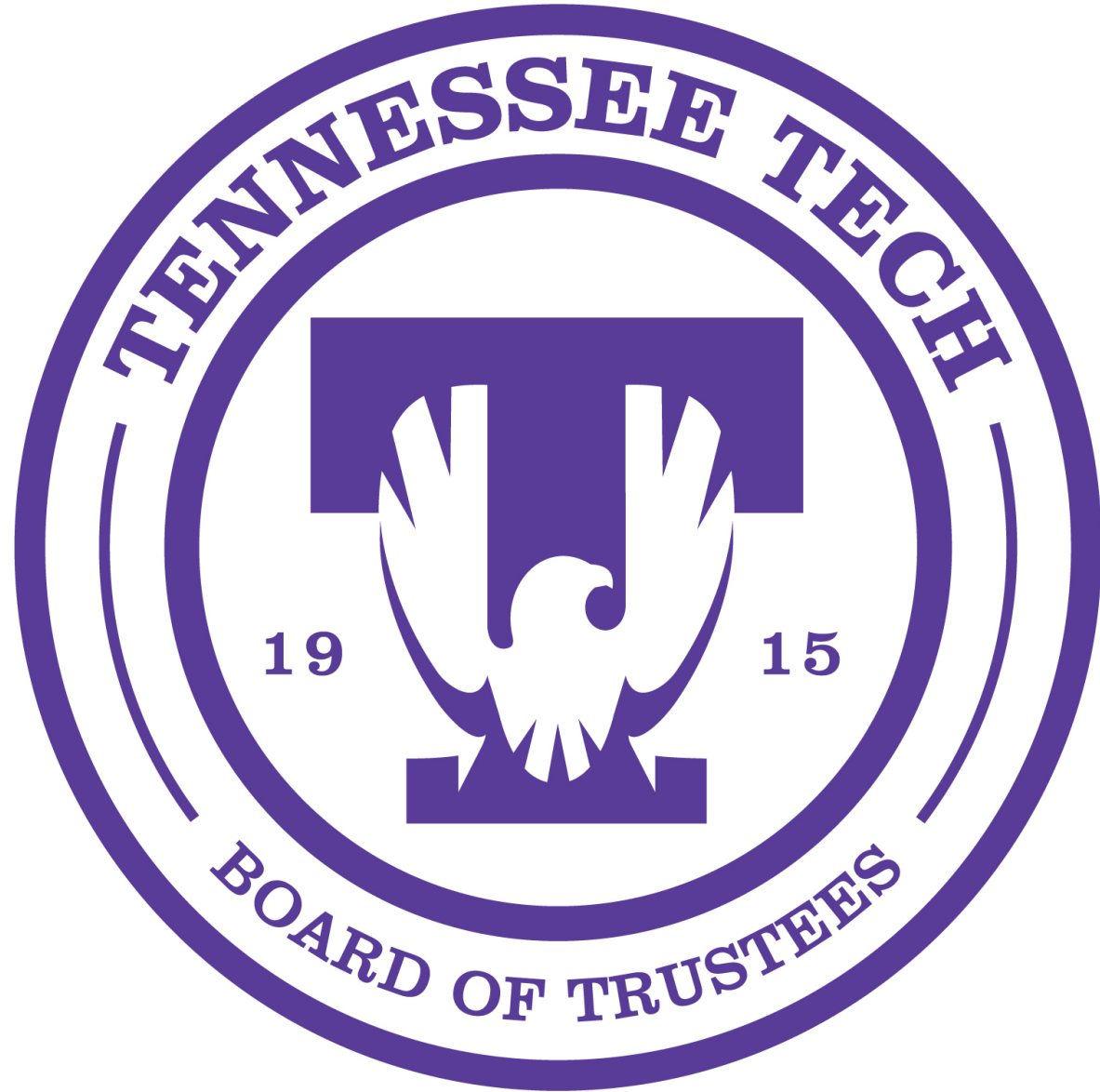


	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	O&M of Plant	Scholarships
■ APSU	47.42%	0.44%	0.33%	7.01%	19.84%	9.18%	10.09%	5.69%
■ ETSU	47.77%	1.23%	1.19%	10.42%	13.68%	7.79%	8.50%	9.42%
■ MTSU	49.24%	1.58%	1.25%	10.56%	14.49%	8.09%	9.75%	5.03%
■ TSU	45.66%	2.25%	1.00%	8.02%	15.37%	9.91%	12.56%	5.22%
■ TTU	46.26%	1.43%	1.79%	8.25%	16.26%	10.26%	9.38%	6.36%
■ UM	44.39%	3.98%	1.68%	9.19%	16.92%	8.31%	10.26%	5.25%
■ UTC	42.58%	1.36%	1.68%	7.95%	15.49%	9.77%	13.07%	8.10%
■ UTM	44.18%	0.32%	0.59%	11.69%	12.71%	8.91%	12.07%	9.52%
■ UTK	43.50%	3.61%	1.95%	11.02%	6.95%	9.96%	11.49%	11.51%

■ APSU ■ ETSU ■ MTSU ■ TSU ■ TTU ■ UM ■ UTC ■ UTM ■ UTK



DISCUSSION



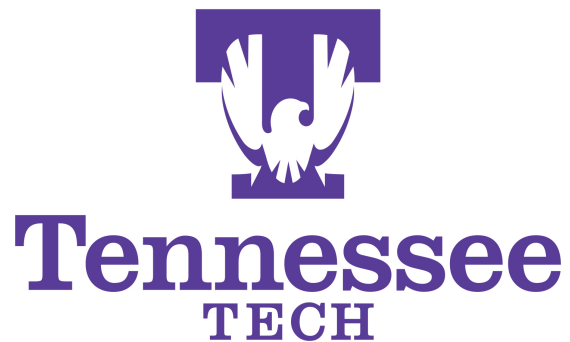


Context, Current Place and the Journey Ahead

Presentation to Board of Trustees

June 15, 2017



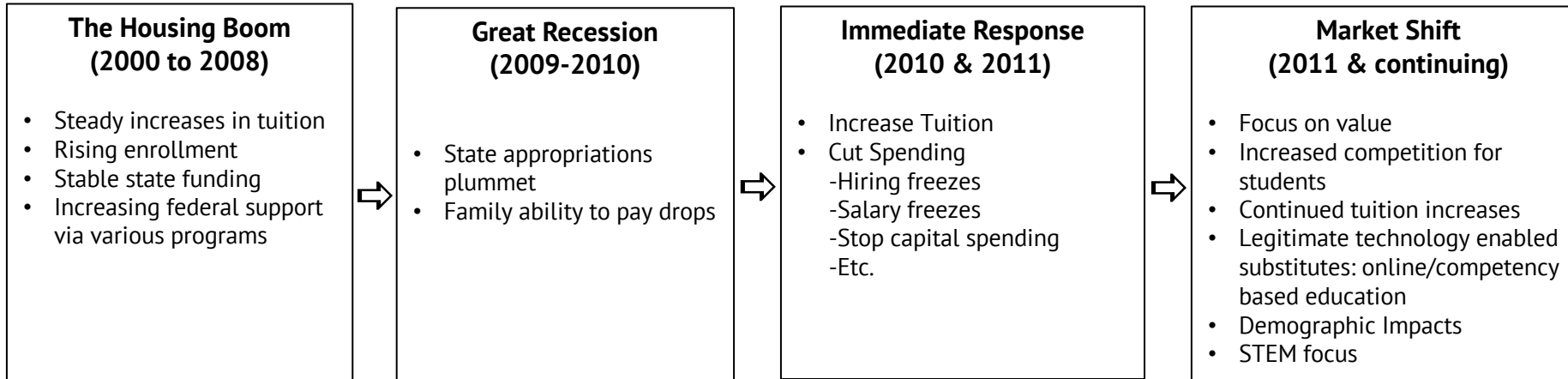


Vision Statement

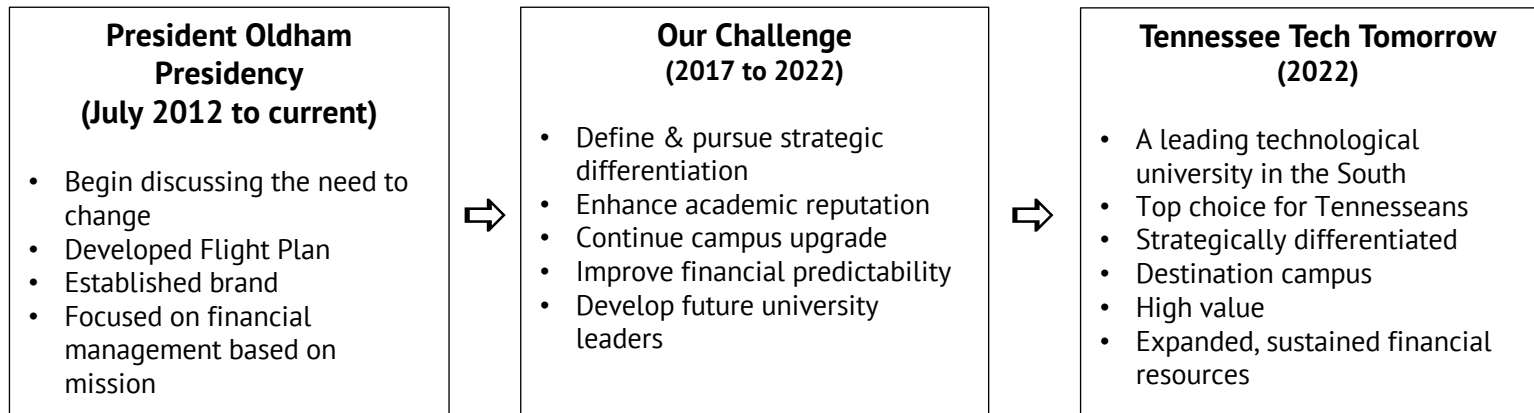
Tennessee Tech will be nationally recognized as a **leading technological university** in the South, providing academic, economic and cultural leadership in the region and producing **practical, ready-to-work graduates** from a broad range of academic disciplines **prepared to excel** in a technologically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



A Snap Shot of Two Decades



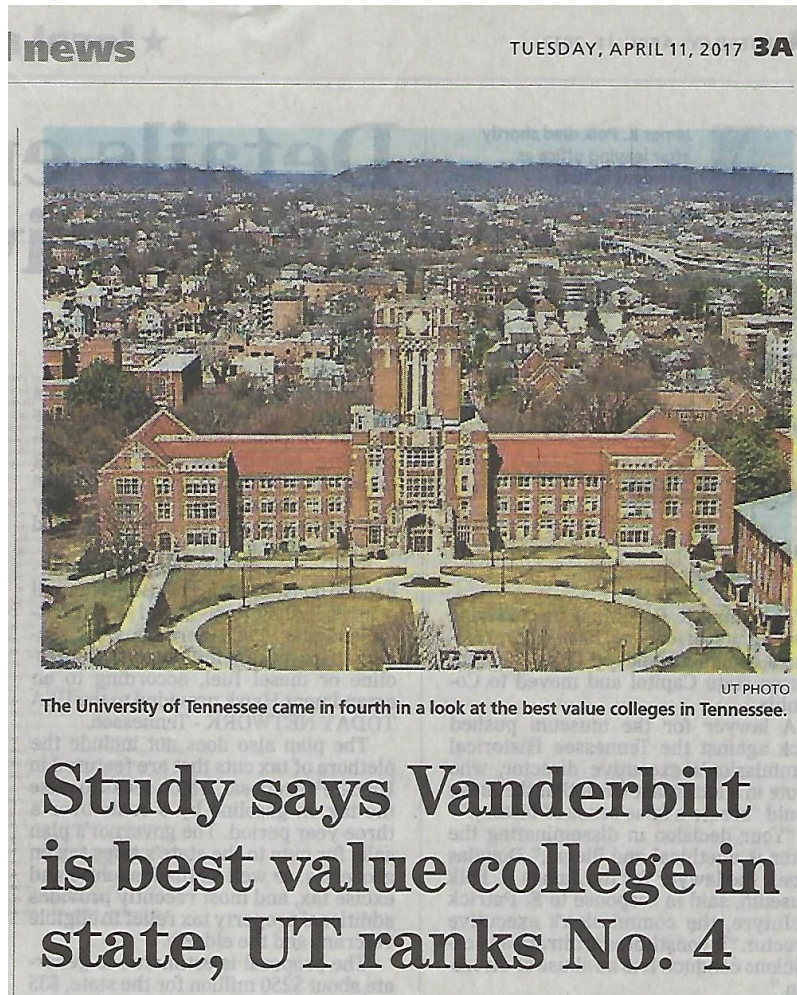
Tennessee State Actions *CCTA (2010)*
Driven by Drive to 55 Vision



FOCUS Act (2016) and TN Promise (2013) *Tennessee Reconnect Act (2017)*



Tech #1 in Value Among Tennessee Public Universities

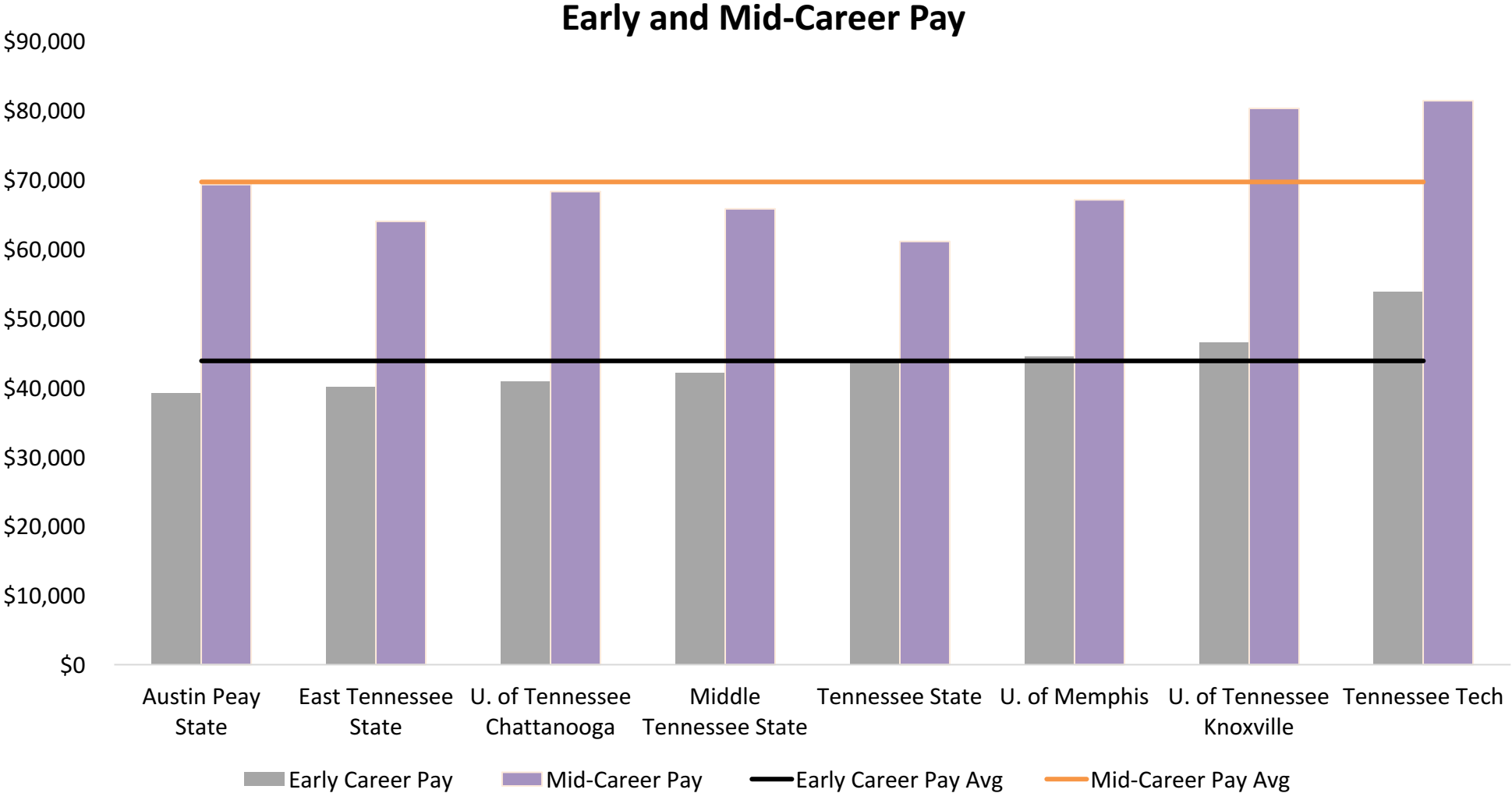


- Study conducted by financial technology company SmartAsset determined that Tennessee Tech is the best public university value in Tennessee.
- Among all Tennessee universities, Tennessee Tech ranked second behind only Vanderbilt University.
- Factors that the study considered included:
 - Scholarships provided
 - Starting salary for graduating students
 - Tuition
 - Living costs
 - Retention rate

Source: The Tennessean, April 11, 2017



Tech Best Salary Potential for Public Universities in Tennessee

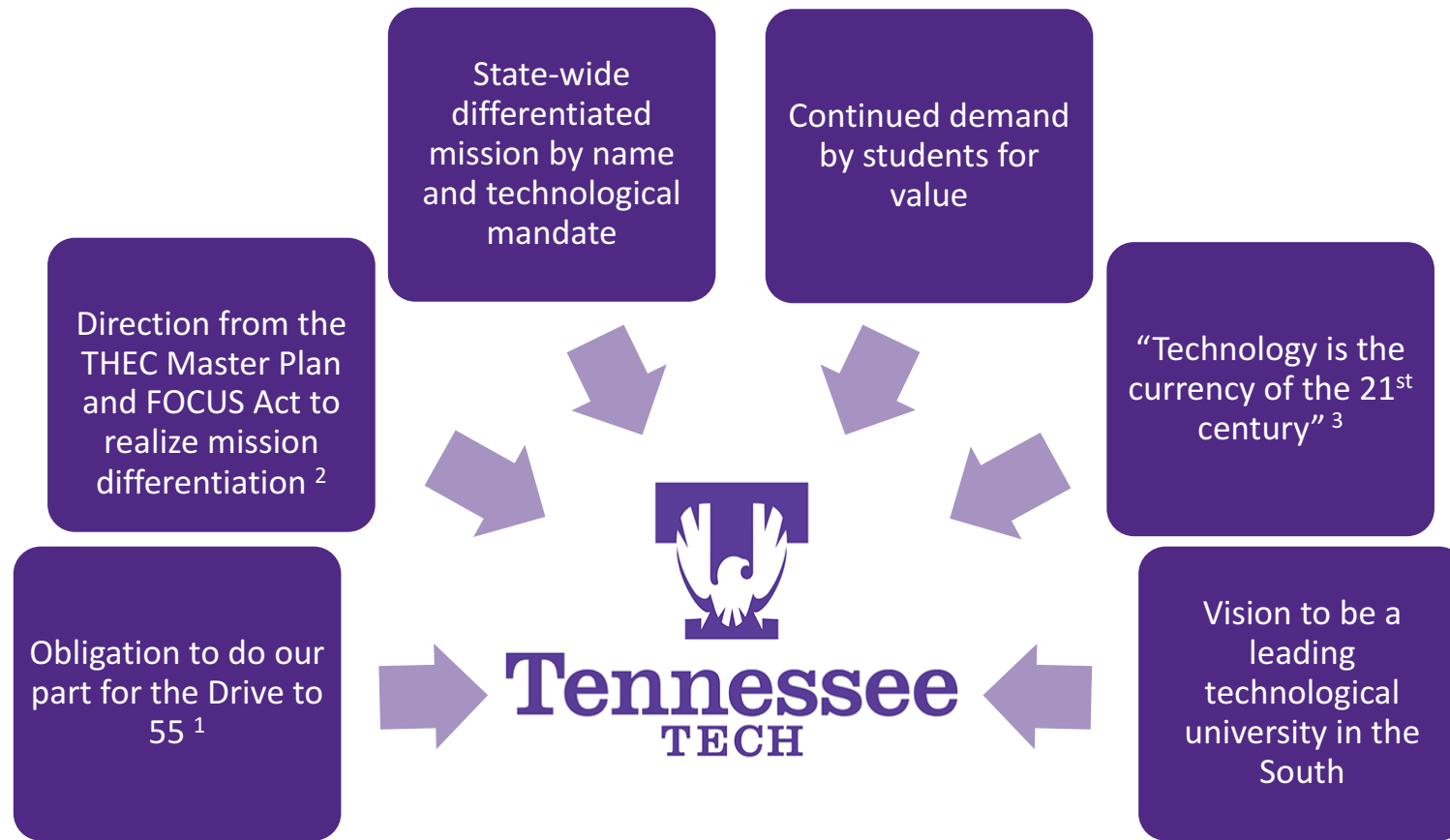


According to Payscale, Tennessee Tech has both the highest early career salary and mid-career salary potential among public state Universities.

Source: 2016-2017 Payscale College Salary Report



Time to Adjust our Course: Framing the Path



¹ Drive to 55: Initiative to get 55% of Tennesseans college degrees or certificates by 2025

² THEC Master Plan 2015-2025; FOCUS Act: grants four-year state universities additional autonomy through creation of local boards for the state’s six public universities

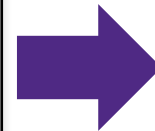
³ President Oldham’s Blog



Competitive Market Reality for Higher Education

Enhanced competitive differentiation is necessary to:

- Grow
- Build our Brand Identity
- Provide Value



2017: Tech is one among many in-state public universities

2022: Tech is a leading technological university in the South



2017: Time to Accelerate



Tech is well positioned to realize the vision and enhance our impact and service for the state of Tennessee in fulfillment of our mission.



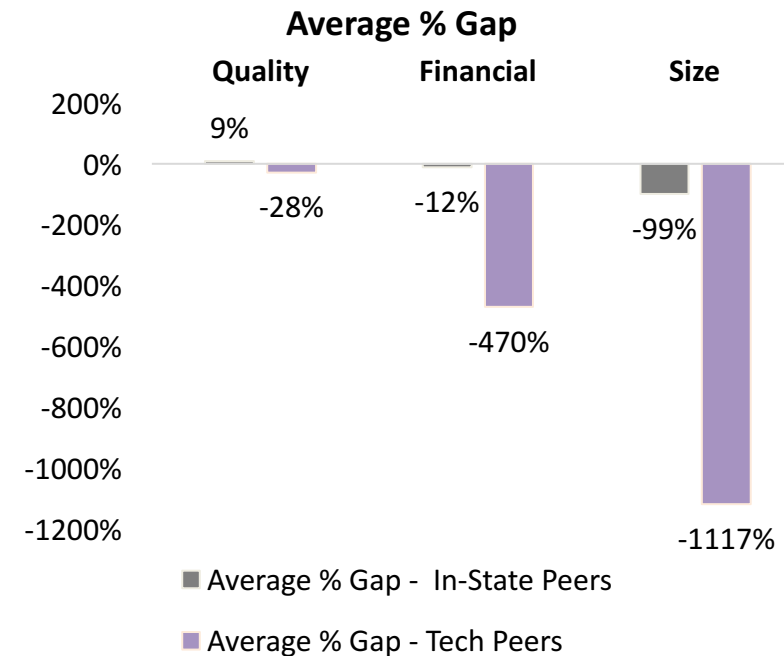
Tech Flight Plan Background

- Flight Plan was developed in 2012 when President Oldham arrived at Tennessee Tech to enhance the strategic direction of the university.
- Strategic focus areas were identified via a thorough review of the landscape of higher education and of data for comparative peer institutions.
- Representative metrics were selected to evaluate progress.
- Metrics show we made significant progress or changed the conversation in all focus areas. Examples include student success, increased private resources, focus on innovation and entrepreneurship, and iCube collaboration.



Tech Must Close the Gap with Other Technological Universities

Category*	Average % Gap - In-State Peers	Average % Gap - Tech Peers
Quality	9%	-28%
Financial	-12%	-470%
Size	-99%	-1117%



How can Tech close the gap?

Differentiation
Growth
Agility
Courage

To fulfill its mission and to serve the state, Tech must differentiate.

Quality includes: ACT Score Range: 25th Percentile, ACT Score Range: 75th Percentile, Retention Rate (1st to 2nd Year), Six-Year Graduation Rate

Financial includes: Operating Expenditures per Student FTE, Endowment per Student FTE

Size includes: FTE Enrollment, Bachelor's Degrees Conferred, Doctoral Degrees Conferred, Master's Degrees Conferred, Total Research Expenditures/Full-time Tenured Faculty



Flight Plan Metric Benchmarks of In-State Peers

Areas of Focus	Metric	Tennessee Tech	Average of In-State Peers*	Difference/Gap
Undergraduate Education	ACT Score Range: 25th Percentile	21	20	1
	ACT Score Range: 75th Percentile	27	25	2
	FTE Enrollment	9,772	11,471	-1,699
	Bachelor's Degrees Conferred	1,842	2,064	-222
	Retention Rate (1st to 2nd Year)	75%	72%	3%
	Six-Year Graduation Rate	53%	43%	10%
Graduate Education	Doctoral Degrees Conferred	19	95	-76
	Master's Degrees Conferred	310	506	-196
Research	Total Research Expenditures/Full-time Tenured Faculty	\$33,660	\$34,776	-\$1,116
Financial Resources	Operating Expenditures/Student FTE	\$15,325	\$18,469	-\$3,144
	Endowment/Student FTE	\$7,109	\$7,414	-\$305

- In-State peers include: Austin Peay, East Tennessee State University, Middle Tennessee State University, University of Tennessee Chattanooga, University of Tennessee Martin, University of Memphis, and Tennessee State | Source: IPEDS (2015)



Flight Plan Metric Benchmarks of Leading Technological Universities

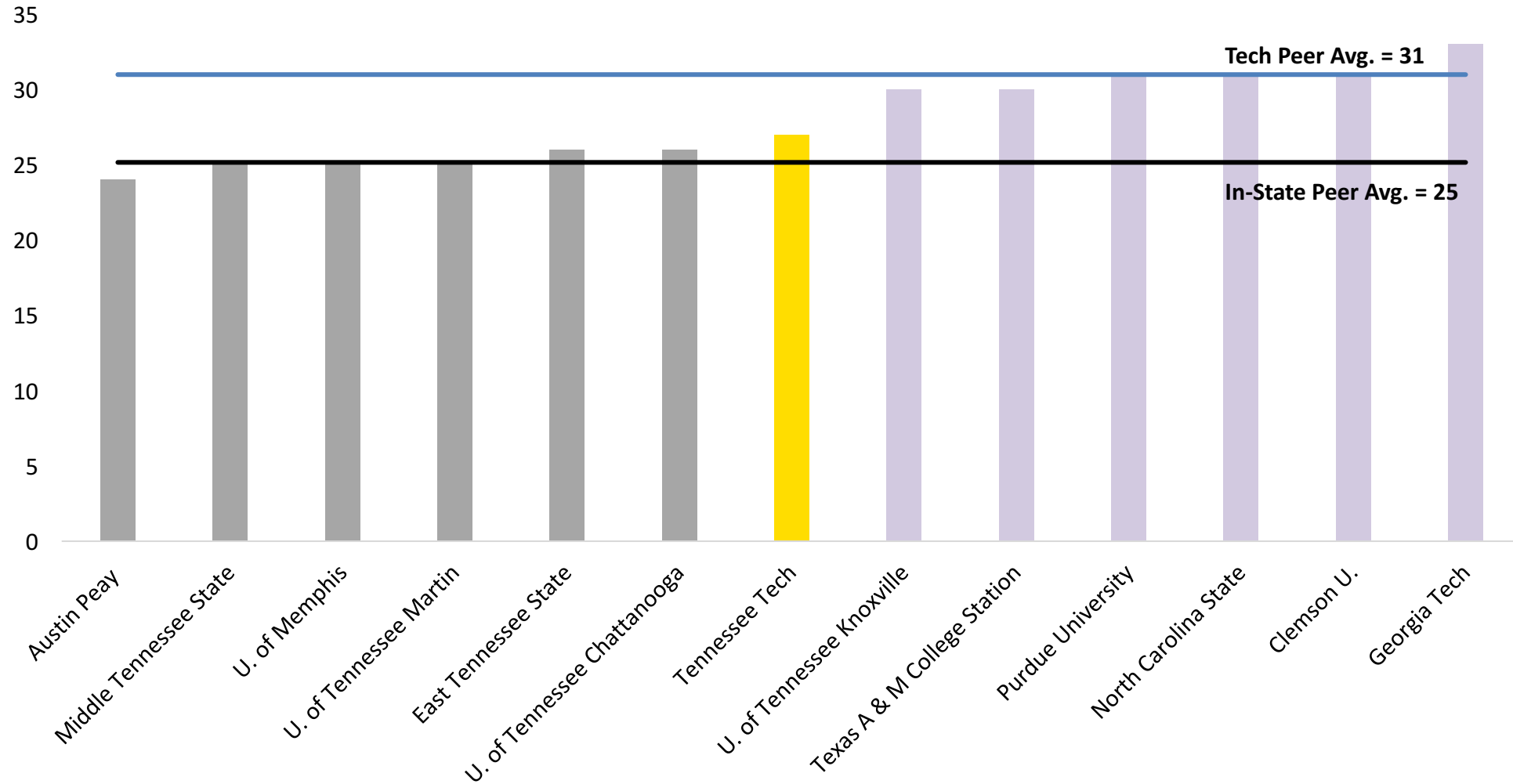
Areas of Focus	Metric	Tennessee Tech	Average of Tech Peers*	Difference/ Gap
Undergraduate Education	ACT Score Range: 25th Percentile	21	26	-5
	ACT Score Range: 75th Percentile	27	31	-5
	FTE Enrollment	9,772	-32,084	-22,312
	Bachelor's Degrees Conferred	1,842	5,556	-3,714
	Retention Rate (1st to 2nd Year)	75%	92%	-17%
	Six-Year Graduation Rate	53%	78%	-25%
Graduate Education	Doctoral Degrees Conferred	19	709	-690
	Master's Degrees Conferred	310	1,853	-1,543
Research	Total Research Expenditures/Full-time Tenured Faculty	\$33,660	\$379,850	-\$346,189
Financial Resources	Operating Expenditures/Student FTE	\$15,325	\$39,810	-\$24,485
	Endowment/Student FTE	\$7,109	\$62,638	-\$55,529

- Technological peers include: Clemson University, Georgia Tech, North Carolina State, Purdue University, Texas A & M College Station, University of Tennessee Knoxville, and Virginia Tech

Source: IPEDS (2015)



Flight Plan Benchmarks – ACT 75th Percentile (2015)



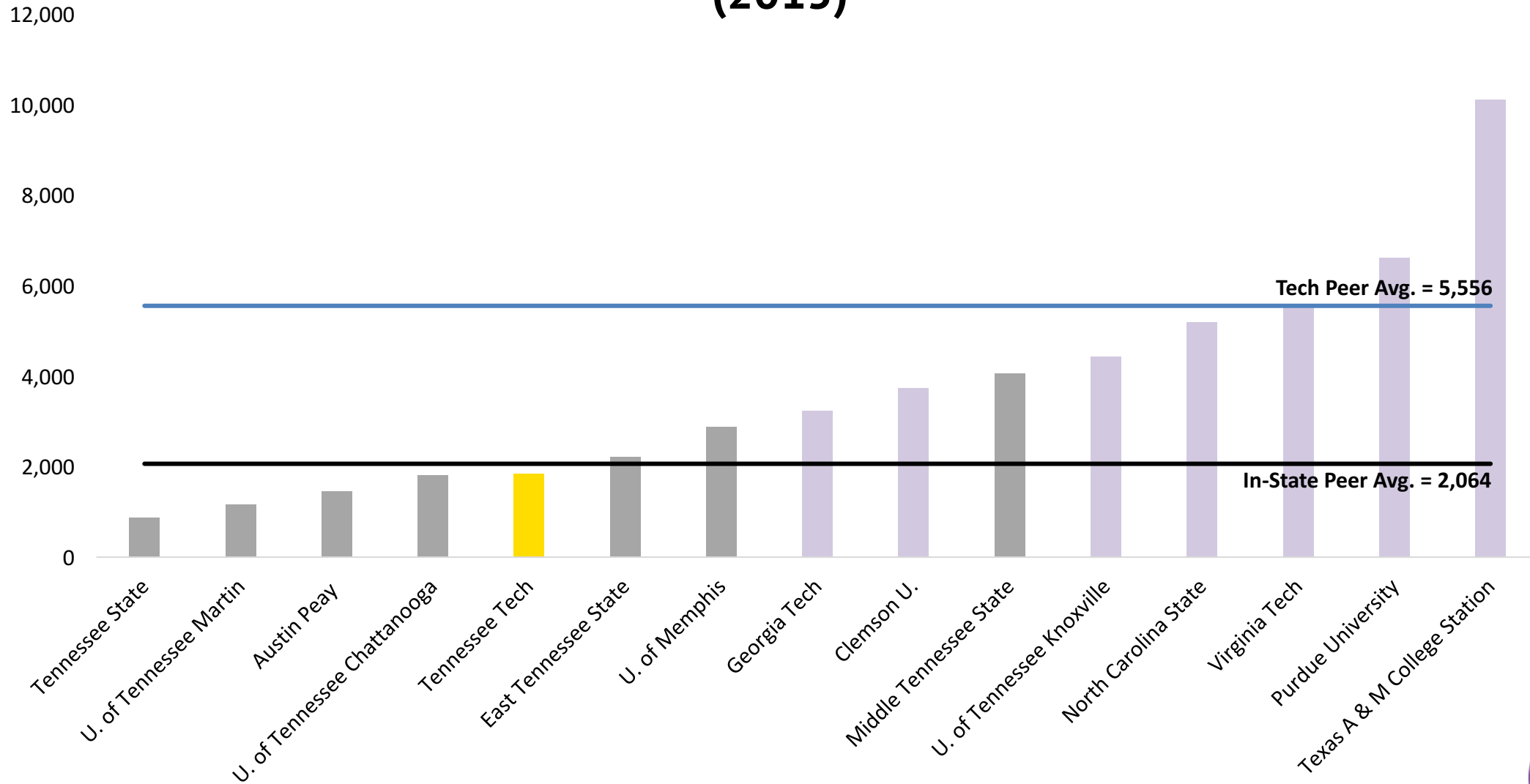
Note: Data for Tennessee State and Virginia Tech unavailable

Source: IPEDS (2015)

■ = In-State Peer ■ = Technological Peer ■ = Tech



Flight Plan Benchmarks – Bachelor’s Degrees Conferred (2015)

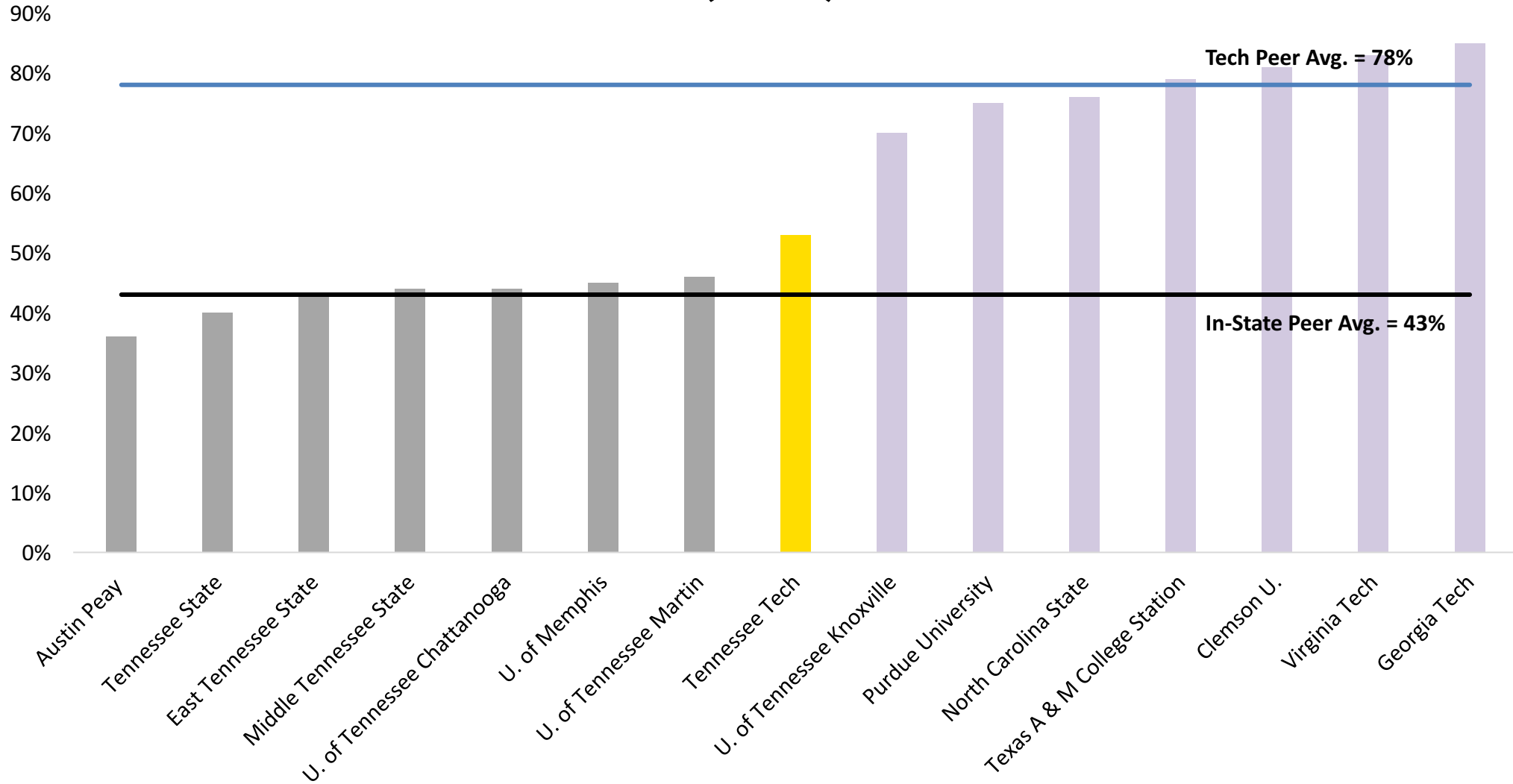


Source: IPEDS (2015)

= In-State Peer = Technological Peer = Tech



Flight Plan Benchmarks – Six-Year Graduation Rate (2015)

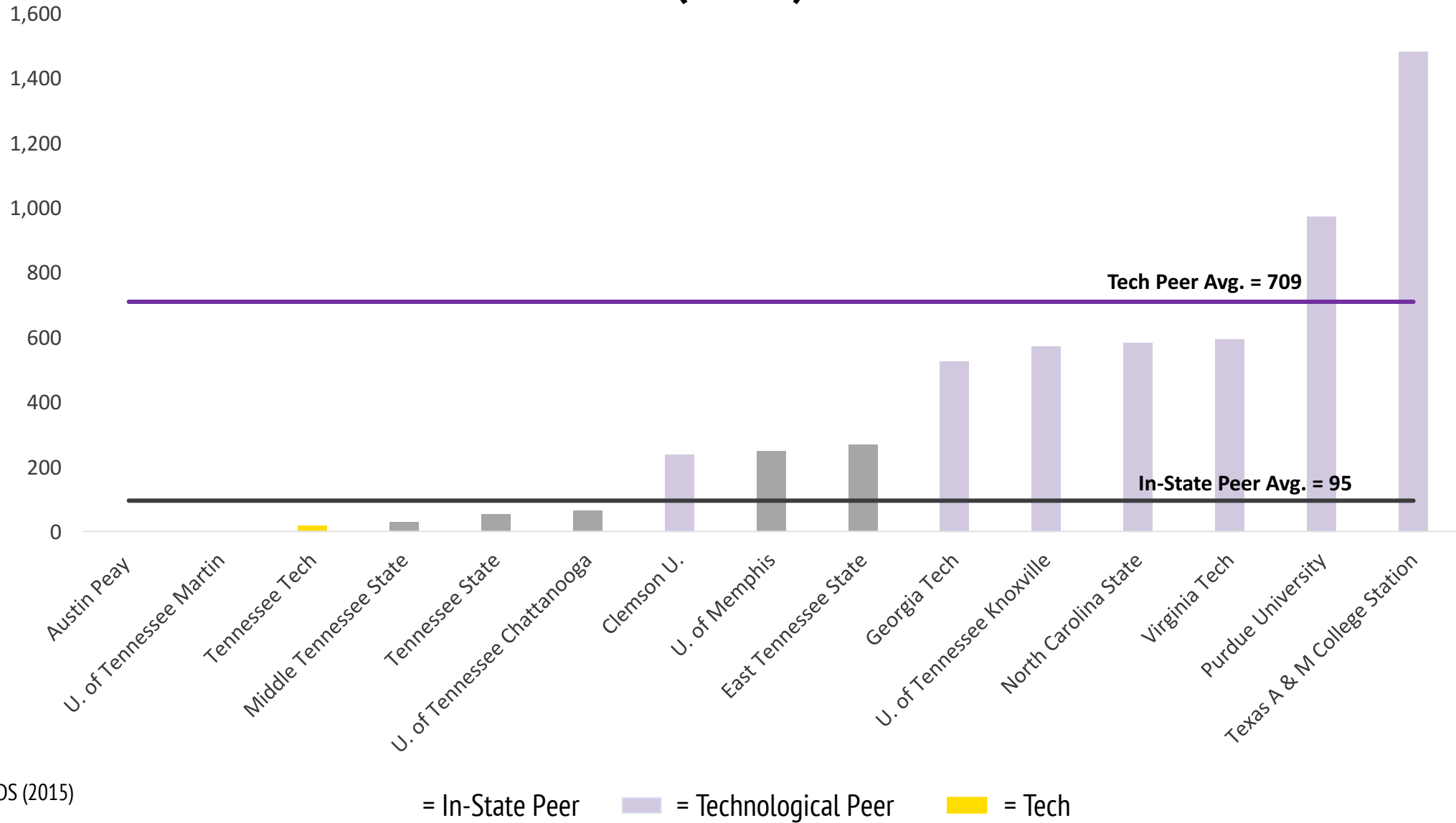


Source: IPEDS (2015)

= In-State Peer = Technological Peer = Tech



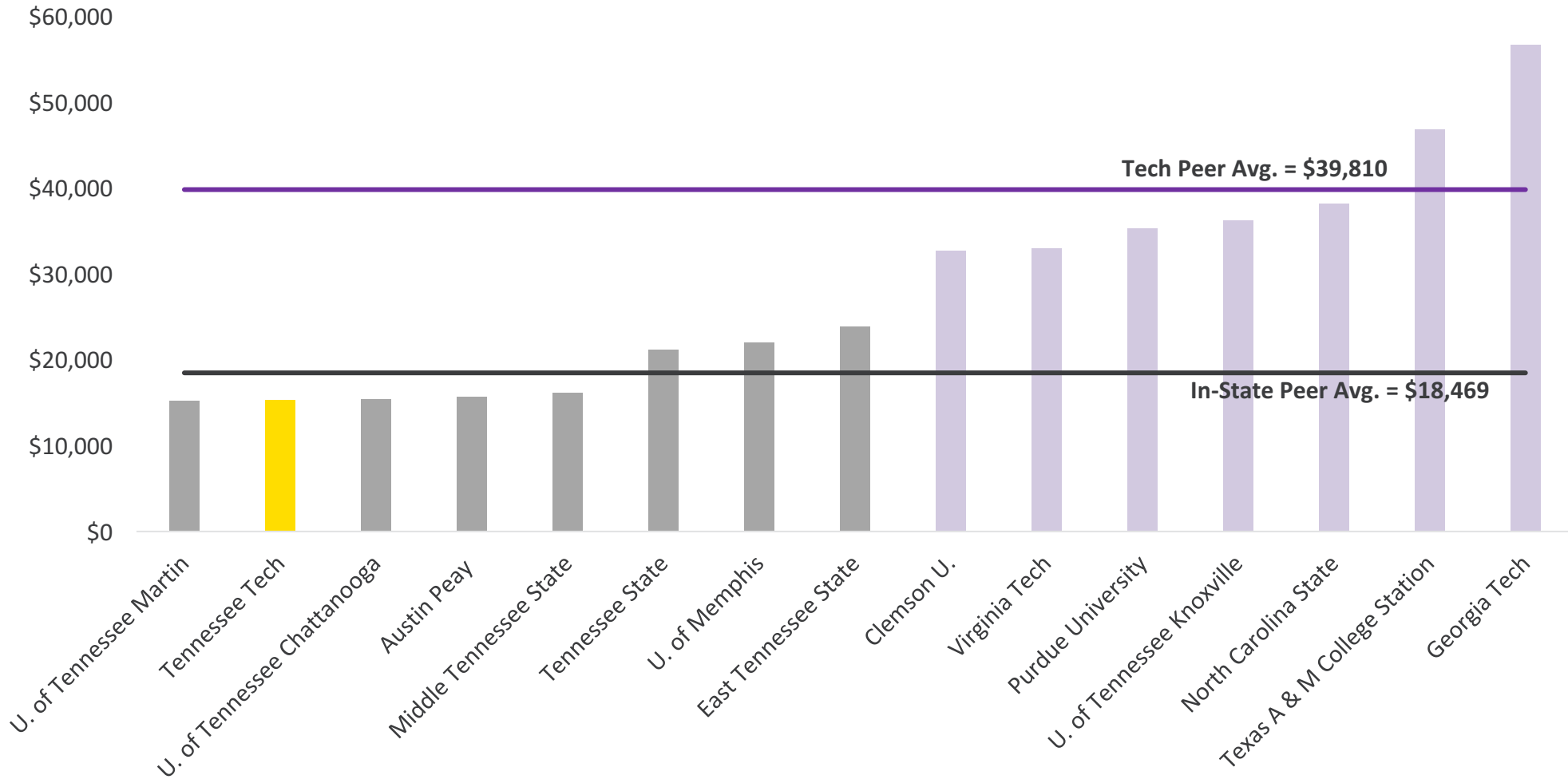
Flight Plan Benchmarks – Doctoral Degrees Conferred (2015)



Source: IPEDS (2015)



Operating Expenditures/Student FTE (2015)



Source: IPEDS (2015)

= In-State Peer = Technological Peer = Tech



What's Next?

- Focused time at each board meeting for update on progress
- Deep dives into specific topics
- Discussion about board role

The Journey



Journey Timeline (2017-2022)

	2017										2018				2018-2022				
	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Q1	Q2	Q3	Q4	2018	2019	2020	2021	2022
First Tech Board Meeting	█																		
Tennessee Tech Tomorrow Goes Public	█																		
University Organization Assessment & Alignment		█	█	█	█	█													
Strategic Planning Preparation			█	█	█	█													
Develop New Strategic Plan				█	█	█	█	█	█	█	█	█							
Board Retreat on Realizing the Vision												█							
Execution of Strategic Priorities								█	█	█	█	█	█	█	█	█	█	█	█

New Sciences Building Planned to Open



DISCUSSION





June 15, 2017
1 p.m.
Bell Hall 260

tntech.edu/board

