



State of Graduate, Research, and Workforce Affairs
~ 2026-2027 ~



Organizational Chart

Office of the Vice Provost and Dean for the College of Graduate Studies (COGS)

Vice Provost and Dean, COGS

Office of Research and Sponsored Programs (ORSP)

- Director of ORSP (vacant)
- Assistant Director
- Grants Specialist (Pre-Award)
- Grants Accountant (Post-Award)
- Director of TN Small Business Development Center (CoB)
- Director of Education Opportunity Center
- Director of Student Success Services
- Director of Upward Bound
- Director of Veterans Upward Bound (MIL)
- Chair, Institutional Review Board
- Chair, Institutional Animal Care and Use Committee
- Chair, Intellectual Property Committee
- Chair, Research Misconduct Committee (Policy 2:019)
- All grant and subaward recipients

College of Graduate Studies (COGS)

- Associate Dean, COGS
- Director of COGS Admissions
- Graduate Admissions Processor
- Graduate Assistantships Manager
- 250 Graduate Assistantships
- Chair, Graduate Academic Council
- 28 Faculty Graduate Coordinators

Professional & Workforce Development Center (PWDC)

- Director, CE
- Technical Clerk

INTRODUCTIONS

- Chad Brooks – Vice Provost & Dean, College of Graduate Studies (COGS)
- VACANT – Associate Dean, COGS
- Megan Mitchell – Director, GR Admissions & Recruitment, COGS
- Alyson Morris – GR Pre-Admissions Technical Clerk, COGS
- Sydney Marsh – GR Post-Admissions Technical Clerk (and all things GA), COGS
- Kelly Pitts – Assistant Director, ORSP
- Sharana Jones – Grants Specialist for STEM, ORSP/CoSTEM
- Karen Runyon – Grants Accountant, ORSP/Finance Administration
- Frank Ferdik – Director, Office of Undergraduate Research & Innovative Learning (HC)
- Jeff Walton – Director, Professional and Workforce Development Center (PWDC)
- Bethany Benjamin – Technical Clerk, PWDC



Graduate Studies



Achievements



Graduate Studies: **Achievements**

- **Graduate Stipend increase! 😊**
- **GPC compensation model in effect! (funded by the GR student f**
- GR Enrollment ***currently*** looks great! ...yeah, I didn't predict this.
- Second year of Accelerated Masters Pathways
- Third year of Handshake
- Second year for SLATE (CRM) fully functional



Graduate Studies: **GA Stipends**

It was \$5,200/AY...since ~2001

AY24-25 (FY25) - **\$5,900**/AY or \$2,900/semester Increase
13.5% ↑

AY25-26 (FY26) - **\$6,250**/AY or \$3,125/semester 20.2% ↑

For standard, fulltime GA Lines (i.e., ~20hr of work/week)



[Home](#) » [Graduate Studies](#) » Accelerated Master's Pathways

IN THIS SECTION

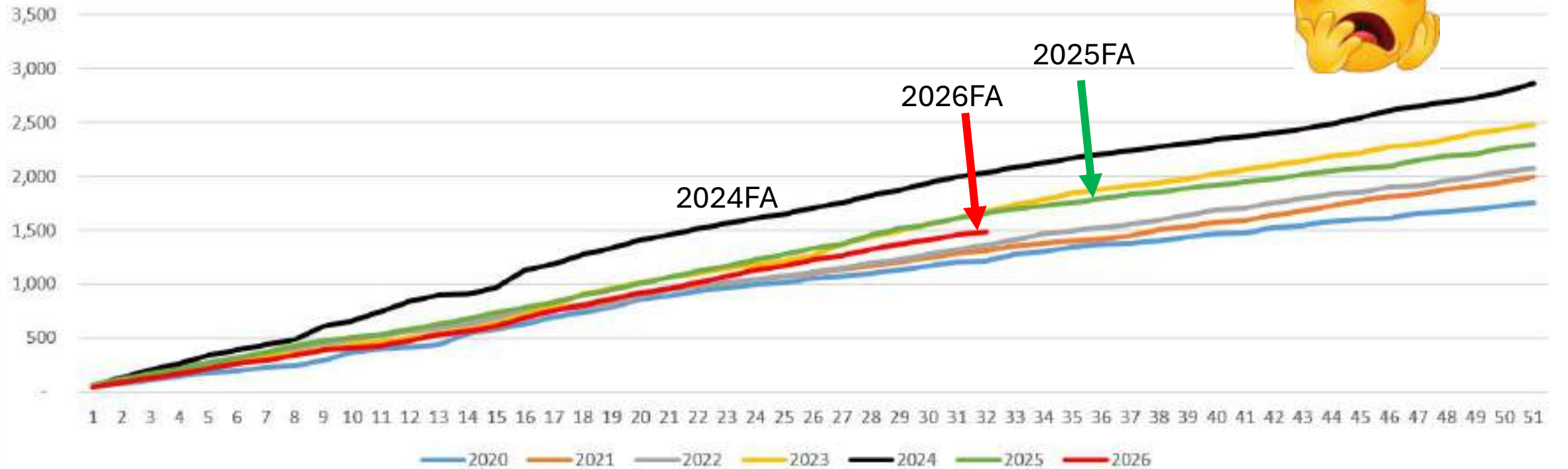


Accelerated Master's Pathway



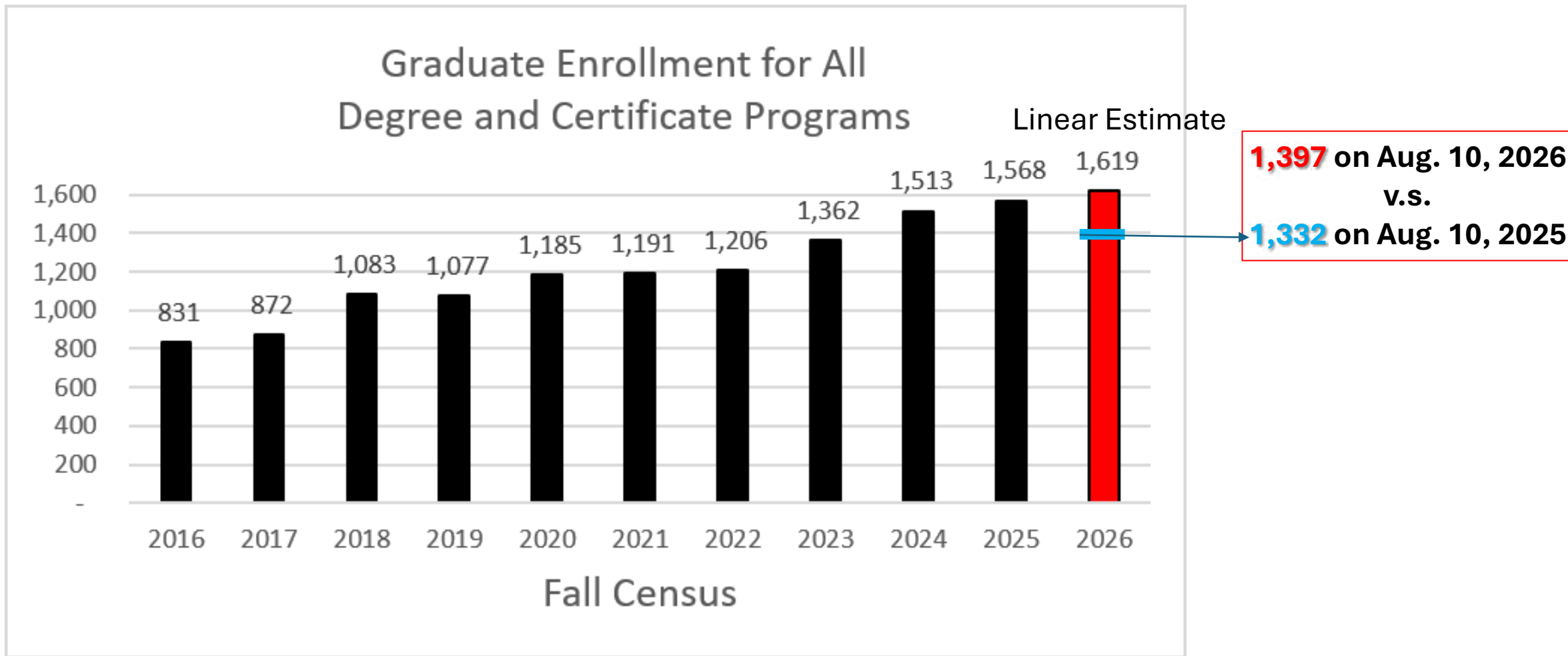
Graduate Studies: Enrollment

Applications by Week (Aggregated)





Graduate Studies: Enrollment





Graduate Studies: Graduation Success

Degrees Awarded -

Degree	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Associate Degree	298	316	321	380	407	1061	1301	387	1120	772	778
Bachelors Degree	1467	1558	1562	1613	1517	1672	1588	1567	1408	1316	1363
Certificate < one year								1	21	7	6
Doctoral Degree							1	8	10	8	14
Educational Specialist Degree	13	9	12	13	9	8	6	3	10		
Masters Degree	300	314	371	301	403	434	493	405	518	502	630
Postbaccalaureate Certificate	5	4	2	2	13	25	56	50	53	44	99
Total	2083	2201	2268	2309	2349	3200	3445	2421	3140	2649	2890

15% 16% 19% 19% 21% 26%

GR as a % of all degrees

Exhibit 3: APSU's Mission Weights by Outcome

	Students Accumulating 30 hrs	Students Accumulating 60 hrs	Students Accumulating 90 hrs	Bachelor's and Associate Degrees	Master's/ Ed Specialist Degrees	Doctoral/ Law Degrees	Research and Service	Degrees per 100 FTE	Six-Year Graduation Rate	Total
APSU	3.0%	4.5%	7.5%	27.5%	20.0%	0.0%	10.0%	17.5%	10.0%	100%
Range: All Univs.	2.0% - 6.0%	4.0% - 7.5%	6.5% - 10.0%	20.0% - 30.0%	10.0% - 20.0%	0.0% - 15.0%	5.0% - 15.0%	7.5% - 17.5%	10.0% - 20.0%	

Easy math
UG = 1
GR M = 3
GR D = 20

https://comptroller.tn.gov/content/dam/cot/orea/advancedsearch/2018/Profile_APSU.pdf

As of Wednesday,
August 12, 2026FA
Day -11

College	Department	Major	GRTwoYr	GROneYr	GRCurrYr	GR_YR1_CHG	GR_YR2_CHG
Arts and Letters	Communication	COMM	39	41	37	-9.76%	-5.13%
Arts and Letters	History and Philosophy	HIST	12	20	11	-45%	-8.33%
Arts and Letters	Languages and Literature	ENG	16	15	9	-40%	-43.75%
Arts and Letters	Music	MUS	25	21	20	-4.76%	-20%
Arts and Letters	Total		92	97	78	-19.59%	-15.22%
Behavioral and Health Sciences	Criminal Justice	CRJ	42	54	58	7.41%	38.10%
Behavioral and Health Sciences	Health and Human Performance	MSLP	28	27	19	-29.63%	-32.14%
Behavioral and Health Sciences	Health and Human Performance	HCAD	39	45	40	-11.11%	2.56%
Behavioral and Health Sciences	Health and Human Performance	HHP	17	35	22	-37.14%	29.41%
Behavioral and Health Sciences	Health and Human Performance	PBHT	18	25	17	-32%	-5.56%
Behavioral and Health Sciences	Health and Human Performance	PHED	0	1	0	-100%	0
Behavioral and Health Sciences	Leadership	LORC	1	1	0	-100%	-100%
Behavioral and Health Sciences	Leadership	CORL	1	0	1	0	0%
Behavioral and Health Sciences	Leadership	LDSH	64	53	63	18.87%	-1.56%
Behavioral and Health Sciences	Leadership	PRMG	5	0	0	0	-100%
Behavioral and Health Sciences	Leadership	DEIW	1	0	1	0	0%
Behavioral and Health Sciences	Leadership	GRWC	1	1	0	-100%	-100%
Behavioral and Health Sciences	Leadership	LPOA	8	3	0	-100%	-100%
Behavioral and Health Sciences	Psychological Science and Counseling	CLMH	0	4	1	-75%	0
Behavioral and Health Sciences	Psychological Science and Counseling	CNPS	9	11	15	36.36%	66.67%
Behavioral and Health Sciences	Psychological Science and Counseling	INOR	40	63	48	-23.81%	20%
Behavioral and Health Sciences	Psychological Science and Counseling	COUN	66	48	49	2.08%	-25.76%
Behavioral and Health Sciences	Psychological Science and Counseling	SCCL	0	1	0	-100%	0
Behavioral and Health Sciences	School of Nursing	NURS	159	160	182	13.75%	14.47%
Behavioral and Health Sciences	Social Work	SWRK	32	36	69	91.67%	115.63%
Behavioral and Health Sciences	Total		531	568	585	2.99%	10.17%
Business	Management and Marketing	BSAD	131	237	246	3.80%	87.79%
Business	Management and Marketing	MGNT	36	4	0	-100%	-100%
Business	Total		169	241	250	3.73%	47.93%
Education	Educational Specialties	ELS	18	0	128	0	611.11%
Education	Educational Specialties	ACAV	0	1	0	-100%	0
Education	Educational Specialties	CI	32	35	32	-8.57%	0%
Education	Educational Specialties	EDLD	59	58	69	18.97%	16.95%
Education	Educational Specialties	READ	21	33	21	-36.36%	0%
Education	Educational Specialties	THLC	88	83	50	-39.76%	-43.18%
Education	Teaching and Learning	SPEI	3	0	11	0	266.67%
Education	Teaching and Learning	CRTL	0	1	0	-100%	0
Education	Teaching and Learning	TESL	3	3	2	-33.33%	-33.33%
Education	Teaching and Learning	TCHG	102	94	95	1.06%	-6.86%
Education	Total		326	308	408	32.47%	25.15%
Science and Mathematics	Biology	BIOL	24	20	22	10%	-8.33%
Science and Mathematics	Computer Science and Information Technology	DASC	2	1	1	0%	-50%
Science and Mathematics	Computer Science and Information Technology	CYSE	0	2	0	-100%	0
Science and Mathematics	Computer Science and Information Technology	CSC	0	12	32	166.67%	0
Science and Mathematics	Computer Science and Information Technology	CSQM	117	93	34	-63.44%	-70.94%
Science and Mathematics	Earth and Environmental Sciences	SUST	1	0	0	0	-100%
Science and Mathematics	Mathematics and Statistics	QNMT	0	8	23	187.50%	0
Science and Mathematics	Mathematics and Statistics	PSMT	0	1	0	-100%	0
Science and Mathematics	Total		144	137	112	-18.25%	-22.22%



Graduate Studies: **Marketing**

Master of Healthcare Administration



Program Information

AP Austin Peay State University
CLARKSVILLE, TENNESSEE

Austin Peay State University's Master of Healthcare Administration (MHA) program is for early to mid-career healthcare executives or providers who are interested in leading organizations dedicated to improving health care.

- Online program that can be completed in 18 months
- Austin Peay is located approximately 45 minutes from Nashville and approximately 55 minutes from Birmingham, where many corporate healthcare companies are headquartered.
- Students gain experience working with regional healthcare organizations through Integrated Learning Experience.
- Graduates learn the skills necessary to lead hospitals, large practices, same-day surgery centers, work with insurance companies, consulting and many other segments within healthcare.
- Fully accredited online program through the Commission on Accreditation of Healthcare Management (CAHME).

APPLY NOW



Learn More

VISIT: apsu.edu/graduate-degrees/mha | EMAIL: henrickson@apsu.edu | CALL: 931-221-6351

Master of Speech-Language Pathology



Program Information

AP Austin Peay State University
CLARKSVILLE, TENNESSEE

Austin Peay State University's MSLP program prepares graduates to work with people who have speech-language and/or swallowing disorders.

- The APSU MSLP program admits into fall cohorts each year.
- Gain authentic clinical experience at the APSU Speech-Language & Swallowing Community Clinic, with state-of-the-art technology and supervision by faculty experts.
- Through academic preparation, clinical practice, research, and extensive experience, our graduates will be capable of functioning independently with some initial supervision and guidance.
- Once students finish the two-year MSLP program, they must pass a national test and complete a clinical fellowship to receive certification and/or state licensure.

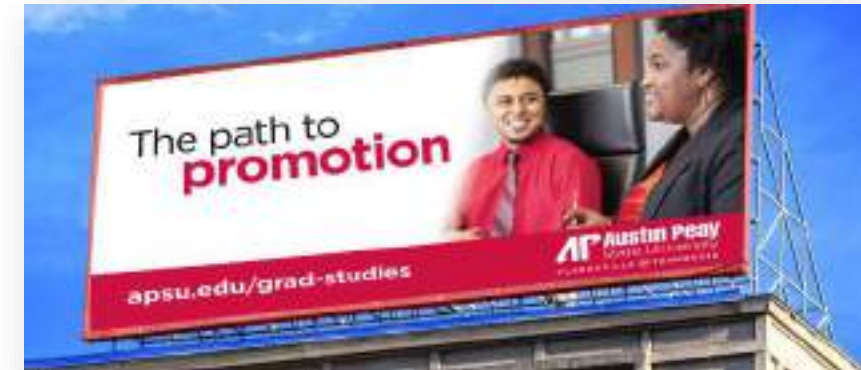
APPLY NOW



Learn More

VISIT: apsu.edu/graduate-degrees/mslp | EMAIL: mslp-info@apsu.edu | CALL: 931-221-6223

- Google Ad-Words
- LinkedIn
- Instagram
- Facebook
- Billboards



- ~~Unique venues~~
 - ~~USA Today "DoD" version~~
 - ~~Diversity in Action~~



Graduate Studies: **A sense of urgency**

Campus	Academic Program	Degree	CIP Code	Status	Date of Last Action
East Tennessee State University	Digital Development	BS	11.0205	Letter of Notification Approved	2025-07
Middle Tennessee State University	Health Care Administration	MHA	51.0701	Letter of Notification Approved	2025-10
Middle Tennessee State University	Concrete and Construction Engineering	MS	14.3301	Letter of Notification Approved	2025-10
Middle Tennessee State University-	Business Administration	DBA	52.0201	Letter of Notification Approved	2025-08
Tennessee State University	Nutrition and Wellness	MS	19.0501	Letter of Notification Under Review	2023-12
Tennessee State University	Africana Studies	BS	05.0201	Letter of Notification Under Review	2023-09
Tennessee Technological University	Master of Music	MME	13.1312	Letter of Notification Approved	2026-02
Tennessee Technological University	Architecture	BARCH	04.0201	Letter of Notification Approved	2026-03
Tennessee Technological University	Nuclear Engineering	MS	14.2301	Letter of Notification Under Review	2026-08
University of Memphis	Applied Artificial Intelligence	MS	11.0102	Letter of Notification Under Review	2026-05
University of Tennessee, Chattanooga	Medical Laboratory Science	BAS	51.1005	Letter of Notification Approved	2024-10
University of Tennessee, Chattanooga	Quantum Information Science and Engineering	PhD	14.1201	Letter of Notification Approved	2025-12
University of Tennessee, Knoxville	Information Systems for Business Innovation	BSBA	52.1201	Letter of Notification Approved	2025-12
University of Tennessee, Knoxville	Sustainability	MS	30.3301	Commission Action	2025-04

1 to 14 of 14 records

As of Aug. 12
(yesterday)



Graduate Studies: **Priorities for AY25-26**

- GPC Workload Compensation implementation **DONE** 😊
- Finalize all GA cuts **DONE** 😊
 - Gain more E&G for GA stipends **NOPE** 😞
- Develop a Professional Advancement Masters program **NOPE** 😞
- Focus on **workflows-of-value** that I've neglected... Geez, I don't know 😐
 - Frequently used & used by most
 - Help the EdD deal with SOOO many dissertation defenses and workflows **SORTA** 😐
- **Empower GPCs to think and act freely in the best interests of students and recruitment!** **I think so!** 😊😊



Graduate Studies: **Priorities for AY26-27**

- Redo...just about everything dealing with Student Grievance Workflows
 - Give Faculty their voice
 - Ensure *due process*
- Develop BETTER workflows for:
 - AMP
 - Thesis and Dissertation submissions to ProQuest
 - Graduation Verification Codes
- Empower GPCs to do whatever is needed for student recruitment initiatives

Office of Research & Sponsored Programs



What we do...

- Oversee all compliance and workflows that involve grants
- Weekly Newsletter
- Find grants for you
- Peay-harmony™☺
- Provide workshops and 1on1 trainings
- Subawards and contracts (negotiations)
- Speak with Program Officers
- Identify the right workflow
- Approve all grant-funded expenses
- Submit grants and approve access to selected agencies, like NSF and NIH
- Build budgets and load budgets
- Work with other APSU units so you don't have to

What we don't usually do...

- Submit paperwork and buy stuff for grants

ORSP

The most important
form for grants! 😊



Office of Sponsored Programs

Grant Routing Form

PI/PI Name:		Email:	
School/Dept:		Phone:	
Co-PI/PI Name(s):		School/Dept.:	
ERA Commons ID:		ScienCVlogin:	
Additional Personnel:		WLC:	

Reassign Time for PI:	☐ Summer	☐ Semester
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Project Title:	
Funding Source/Solicitation:	

Application Deadline:		Total Budget Request:	
APSU Cost Share:		Source of Cost Share:	

Compliance Requirements:	☐ IRB	☐ IACUC	☐ COI	Disclosure Date:	
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Other:	
Comments:	

<https://www.apsu.edu/grants/documents/apsu-grant-routing-form.pdf>

Principal Investigator:		Date:	
Co-PI (if applicable):		Date:	
Department Chair:		Date:	
Dean:		Date:	
Grants Accountant (post):		Date:	
Grants Compliance (pre):		Date:	
Director of ORSP:		Date:	
Vice Provost of Research:		Date:	
Provost (ORSP Request Only):		Date:	
President (ORSP Request Only):		Date:	

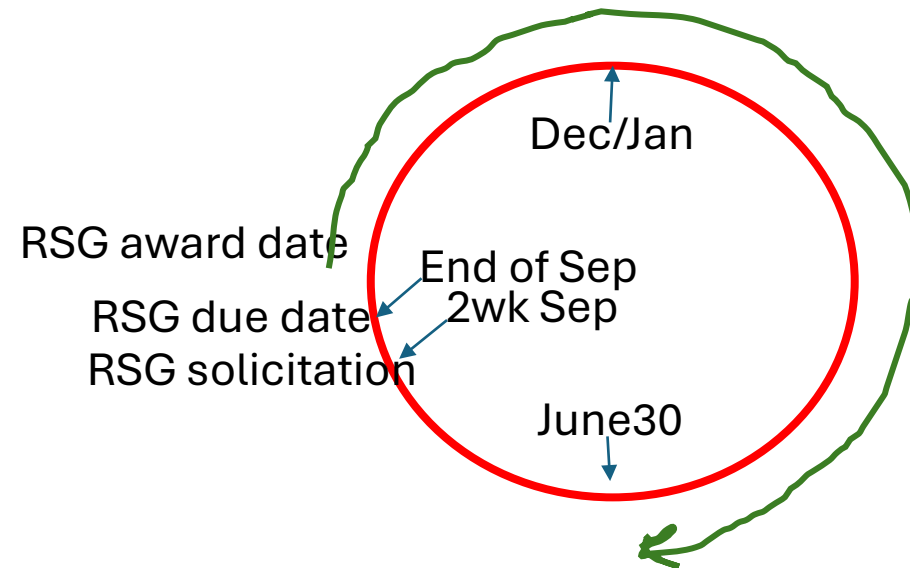
Office of Research & Sponsored Programs

2:019 Misconduct in Research and Other Creative Activities
2:047 Intellectual Property, Patents, and Copyrights
2:055 Research and Scholarly Activities
2:057 Grants Award and Declination Policy
2:058 Grants Management: Budgeting, Spending, and Responsibilities
2:059 Sponsored Research Incentive Program
2:060 Indirect Cost and Salary Recovery
2:061 Time and Effort Reporting for Grant-sponsored Activities
2:065 Academic Approval and Signatory Authority for Academic Agreements
4:002 Delegation of Authority for Approval of Contracts and Agreements
4:003 Access to and Use of Campus Property and Facilities by Affiliated Individuals/Entities
4:004 Debt Management
4:007 Access to and Security of Facilities
4:008 Deposit and Investment of Funds
4:009 Accounts Receivable Collections
4:010 Business Meals and Recognition Events
4:011 Cash Handling
4:012 Rollerblading/Skateboarding
4:013 Contracts

4:014 Purchasing
4:015 Travel Policy
4:017 Records Retention and Disposal of Records
4:018 Acceptance of Electronic Signatures
4:019 Disposal of Surplus Personal Property
4:020 Institutional Financial Performance Review
4:022 Operation of State-Owned and Rental Automobiles
4:023 Corporate Card
4:026 Cash and Gift Card Payments
4:029 Acceptable Use of Information Technology Resources
4:030 Connecting Network Extension Devices and Server Services to the Campus and Residence Networks
4:031 Identity Theft Prevention
4:035 Fixed Assets and Sensitive Minor Equipment
4:038 Environmental, Health and Safety Policy
4:039 Password Management
4:040 Personally Identifiable Information
4:041 Safeguarding Nonpublic Financial Information
4:042 Information Security and Data Classification Policy
2:068 Research Integrity and Security Policy

And, this keeps going into the 5:xxx, 6:xxx, 7:xxx, 8:xxx...

ORSP – for faculty... Internal Funding



Budget = \$34,900

Research & Scholarly Activity Support Grant up to \$3,000
(RSG)

ORSP – for faculty...

Policy 2:048

Faculty may earn 10.66 “Workload Credits” worth of additional pay during the months in Summer and Wintermester...

PI	Salary	1/32 rate	10.66 WLC
Chad Brooks	\$84,500	\$ 2,641	\$ 28,149

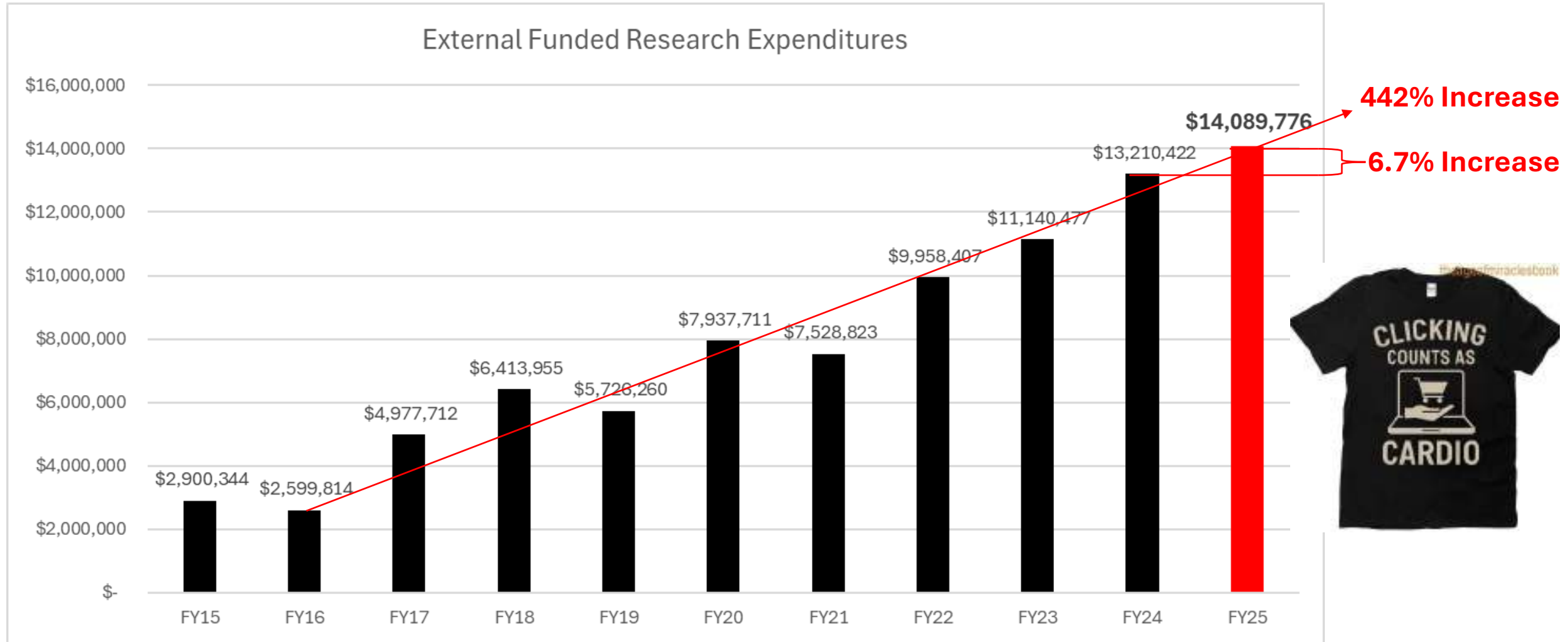
Sure, grants that require a “director” or other titles can change this calculation!


**Chairs and Deans
are very important in
this process!!! 😊**

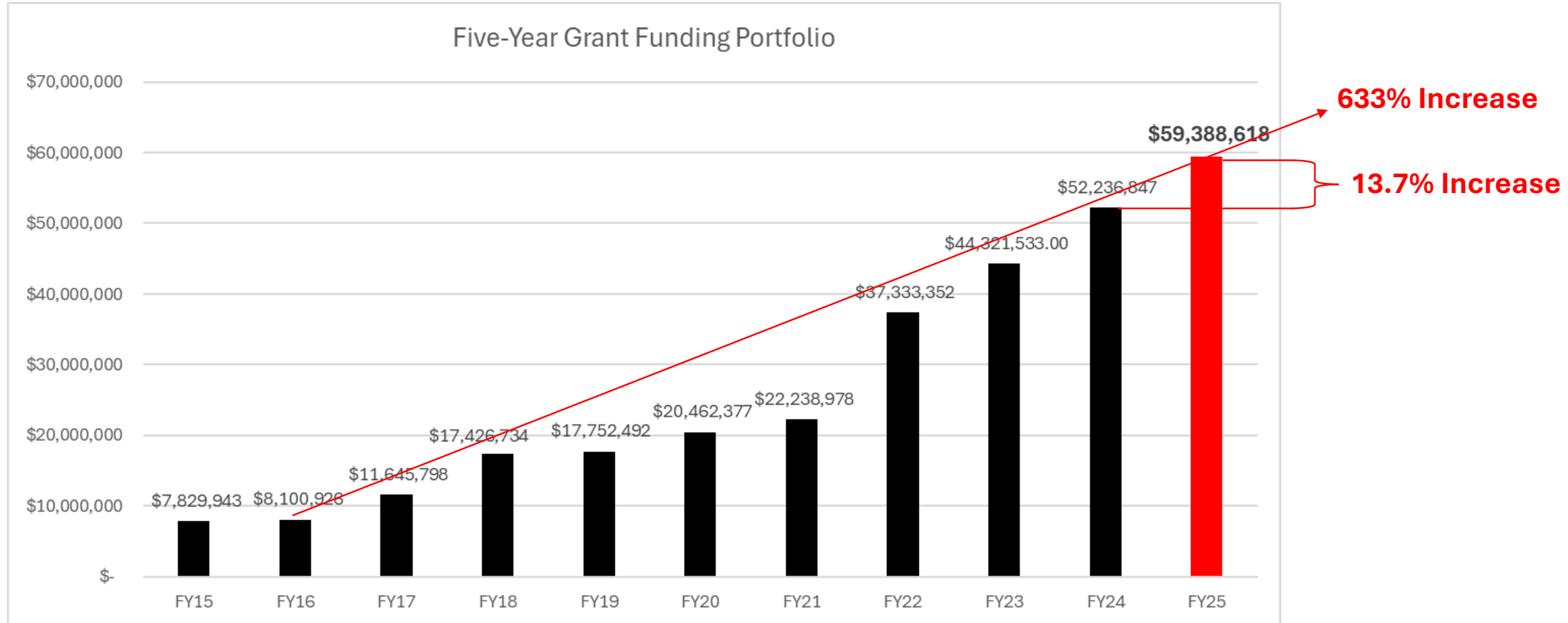
**The Notification
Form!**

Also, all PIs who have Indirect Costs associated with their grant(s) have a Professional Development FOAP that will roll and build! **Policy 2:059**

FY25: 194 active externally funded FOAPs



FY25: 194 active externally funded FOAPs



TRiO Programs —————> STUDENT IMPACT



More than **1,500/AY** community high school students and veterans received college preparatory support from four federally funded grants:

- Educational Opportunity Center
- Student Support Services
- Tri-County Upward Bound
- Veterans Upward Bound

ORSP Priorities

- Submit more grants than last year
- Win more dollars than last year
- Great customer service (aka, solve problems and make everyone happy)-----
- Do (me) a better job working with the Research Council
- Do more workshops with departments (for those that respond)
- Learn more about the barriers that faculty face (that ORSP can actually improve)
- Foster more cross-disciplinary collaborations! 😊
- Support areas like Study Abroad/Away, OURI, and Student Affairs
- Find bunches of small grants from philanthropic agencies

North American Lineman
Training Center

CDL Trucking Academy

Phlebotomy Technician

Basic EMT Training Program

Advanced EMT Training
Program

Paramedic Technical
Certificate Program

FAA Part 107 Drone
Certification Course

Hobbyist 3D Printing Class

Auto Body Collision Repair
CCC Software Training

Short Fundamental Courses

K-12 Educator Continuing
Education

American Sign Language

Online Career and Vocational
Certifications

MyCAA Military Spouse
Scholarships

Parenting and Divorce

Request Info

Professional & Workforce Development Center

Emergency Medical Technician (EMT)



**Advanced Emergency Medical
Technician (EMT)**



English Language Institute

Transform your future through comprehensive English language education in the heart of Tennessee. Since 1998, we've been helping students from around the world achieve their academic and professional goals.

<https://www.apsu.edu/continuing-education/>

Professional & Workforce Development Center

- Largest EMT/AEMT program in TN (3 cohorts/yr)
 - Launching a vocational Paramedic program
- Largest Phlebotomy program in TN (3 cohorts/yr)
- Largest Lineman School in the United States* (~400/yr)
- Largest CDL trucking program* in TN (~300/yr)
- New model for English Language Learning
- Now have more than 1,700 learners



AUSTIN PEAY STATE UNIVERSITY · SENIOR LEADERSHIP RETREAT · AUGUST 4

Designing APSU's Second Century

2027-2030 Strategic Framework

A new way to choose where we compete, how we win, and what stays consistent when everything else changes.

Dannelle F. Walker Whiteside, Esq.

Vice President for Legal Affairs and Organizational Strategy



Three questions will anchor every conversation ahead

From this room to the broadest community listening session, the same three questions...

1

What does Tennessee need Austin Peay to do?

2

What would be missing if Austin Peay ceased to exist?

3

Where can APSU make a difference that very few universities can?

“It’s the *End of the World as We Know It*”

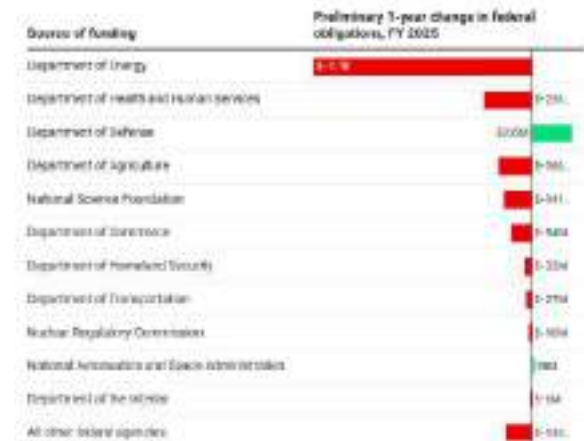
Headlines in Higher Ed

- The Last Professor: When Higher Education Became an Algorithm
- Welcome to College: Your Degree Has Been Optimized for You
- The University of Tomorrow Has No Classrooms—and Almost No Faculty
- Your AI Advisor Knows What You Need Before You Do
- When Students Became Customers and Learning Became a Product
- The End of the College Campus: Education Without a Place
- Degrees by Algorithm: How Higher Education Lost the Human Element
- The Credential Factory: Producing Graduates for Jobs That No Longer Exist
- Your Four-Year Degree Is Now a Subscription
- The University Has Become a Data Company That Happens to Teach

“*And, I Feel Fine...*” REM

Drops in Federal Support

Higher education was expected to receive \$42.7 billion in federal support in the 2023 fiscal year, which is a decline of \$1.7 billion (4.4 percent) from the year before. The Department of Energy accounts for most of the loss.



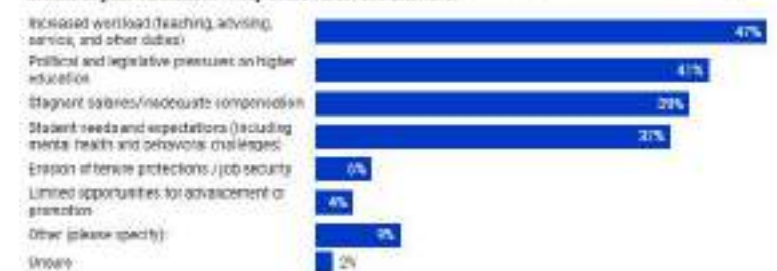
Source: U.S. Department of Education

Note: Figures for fiscal year 2023 are preliminary figures of federal obligations. Figures do not include funding for federal research and development programs.

Source: National Center for Science and Engineering Statistics, Bureau of Federal Funds for Research and Development

These Factors Are Driving Morale Down

Respondents were asked, “Which of the following is currently the biggest contributor to low faculty morale at your institution?” They could select two answers.



Source: U.S. Department of Education

Note: Data is from a survey between January 12, 2023 to January 30, 2023 of 477 administrators at two- or four-year colleges.

Source: Chronicle Survey



Thank you!

