

BOARD OF TRUSTEES MEETINGS

June 6, 2025

8:15 a.m.

Academic Affairs Committee

Student Affairs Committee

Business & Finance Committee

Audit Committee

Audit Committee Executive Session (Non-Public)

No earlier than

9:30 a.m.

Board Meeting

<https://www.apsu.edu/board-of-trustees/archived-videos.php>

ACADEMIC AFFAIRS COMMITTEE

June 6, 2025

Academic Affairs Committee

- Termination of the executive certificate in healthcare administration
- Termination of the Undergraduate Teaching English to Speakers of Other Languages Certificate
- New degree programs:
 - Master of Education (MAEd) in TESOL
 - Master of Athletic Training (MAT)
 - Master of Science in Environmental Science
- Granted tenure upon hire in CoBHS, Health and Human Performance, for new Provost Dr. Mitchell Cordova
- Granted tenure upon appointment for Dr. Philip Mongan, newly hired chair of Social Work

STUDENT AFFAIRS COMMITTEE

June 6, 2025

Student Affairs Committee Engage! Annual Impact report

- Governor's Success Institute
 - 98% fall – spring retention
 - Second cohort starts fall 202
- Little GOVS open for summer enrollment
- 30 year anniversary Help an Elf
- All State celebrates 95 year anniversary

BUSINESS & FINANCE COMMITTEE

June 6, 2025

Consideration of Tuition Rate for Tennessee Aspiring Administrator Program Network Grant Recipients

- Create a tuition rate equal to the grant funding for Aspiring Administrator Program Network Grant Recipients enrolled in the Master of Arts in Education (M.A. Ed.) program.
- Program used primarily by aspiring assistant principals for the K-12 schools.
- APSU teaches around 200 participants per year with 98% graduation rate
- The grant currently pays \$6,000 per participant and may increase over the life of the program.
- The grant has a total funding opportunity of \$6 Million over the next five years, beginning Fall of 2025.

Consideration of the Proposed Budget FY 2025-26

Revenues/Funds Available		
Education and General	Estimated (FY 25)	Proposed (FY 26)
Funds from previous year rebudgeted	\$ 5,374,900	
Tuition and Fees	96,953,500	96,202,800
State Appropriations	76,654,500	78,939,800
Grants and Contracts (indirect costs)	1,243,800	1,142,400
Sales and Services of Other Activities	7,366,800	7,073,500
Other Sources	3,088,500	2,923,800
Auxiliary Enterprises		
Sales & Services of Auxiliary Enterprises	15,450,200	15,960,200
Total Revenues/Funds Available	\$ 206,132,200	\$ 202,242,500

Consideration of the Budget

Expenditures and Transfers by Function		
Education and General	Estimated (FY 25)	Proposed (FY 26)
Instruction	\$ 83,437,900	\$ 79,936,300
Research	1,118,900	584,700
Public Service	1,204,800	254,400
Academic Support	13,813,600	13,290,400
Student Services	32,525,400	33,231,700
Institutional Support	16,196,200	16,890,200
Operation and Maintenance of Plant	16,233,100	16,550,700
Scholarships and Fellowships	22,506,100	22,231,700
<u>Transfers</u>		
Principal and Interest	2,132,400	2,132,400
Renewal and Replacement	630,000	435,000
Unexpended Plant	1,335,100	196,300
Other Funds	(451,500)	548,500
Auxiliary Enterprises		
Expenditures	9,237,700	9,496,700
<u>Transfers</u>		
Principal and Interest	3,489,300	3,487,800
Renewal and Replacement	2,646,300	2,898,800
Other Funds	76,900	76,900
Total Expenses	\$ 206,132,200	\$ 202,242,500

Consideration of the Budget

Expenditures and Transfers by Natural Classification		
Education and General	Estimated (FY 25)	Proposed (FY 26)
Salaries	\$ 87,530,800	\$ 90,625,500
Employee Benefits	34,948,800	35,657,200
Operating Expenses	64,556,400	56,687,400
Transfers	3,646,000	3,312,200
Auxiliary Enterprises		
Salaries	2,418,500	2,362,300
Employee Benefits	677,000	699,100
Operating Expenses	6,142,200	6,435,300
Transfers	6,212,500	6,463,500
Total Expenses	\$ 206,132,200	\$ 202,242,500

Consideration of Capital Outlay and Maintenance Requests

Military Academic Building (MAB)

Project Budget: \$38,500,000 (not to exceed)

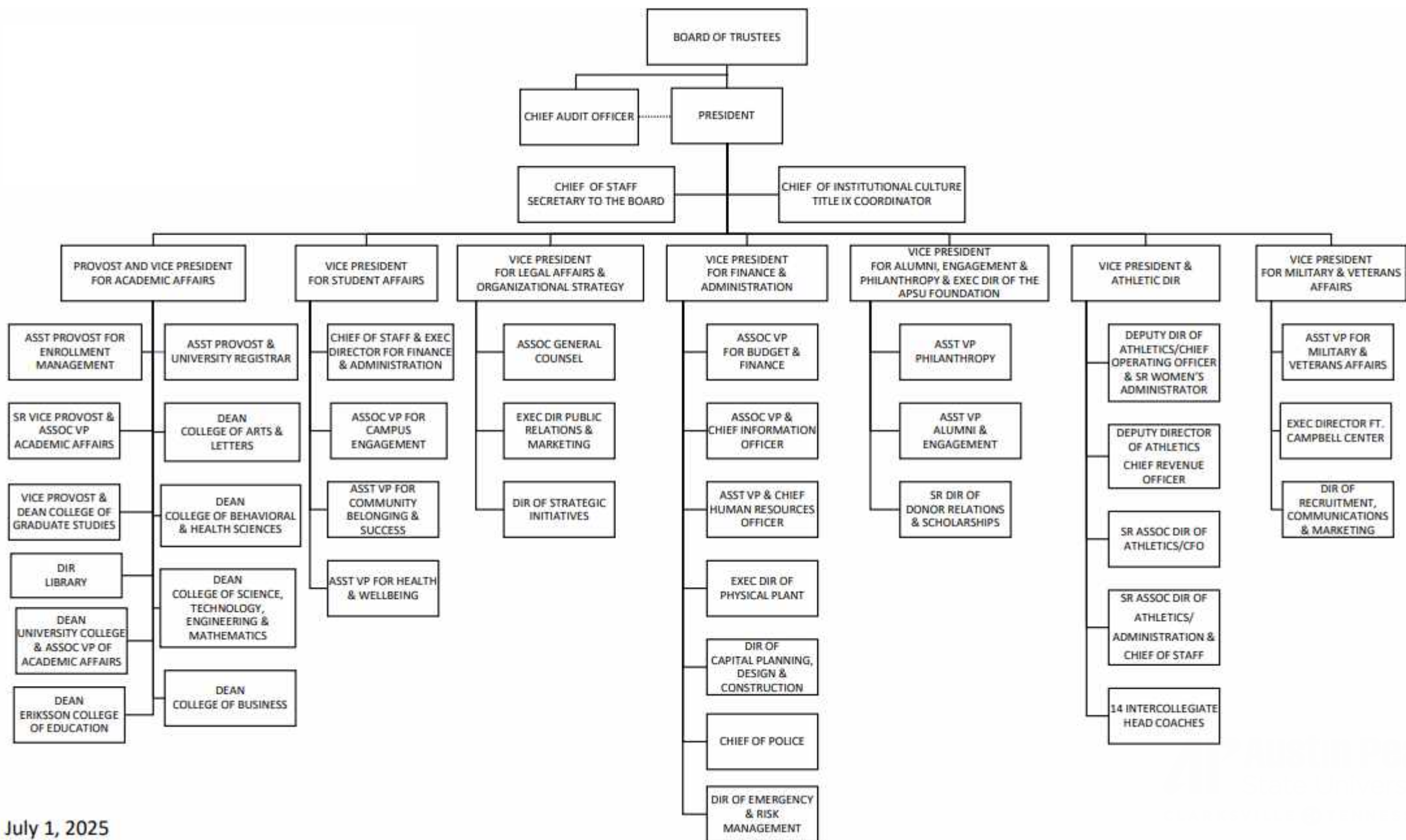
- Renovation of the existing Fortera Stadium East side to house teaching spaces, offices, and amenities for Culinary Arts, Military Science/ROTC, Institute for National Security and Military Studies, Communications/Sports Broadcasting, and Athletics

Project	Systems	Previous Requests	FY26-27 Request	Scope	Submission	Justification
Chiller Replacement & Power Plant Upgrades, Phase 1	HVAC & Building Envelope	NA	\$1,000,000	Replace chiller, acoustical panels, and roof, and all related work	July 2025	This project will replace equipment that is at end of life, and update exterior envelope at the power plant.
Chiller Replacement & Power Plant Upgrades, Phase 1	HVAC & Building Envelope	NA	\$1,000,000	Replace chiller, acoustical panels, and roof, and all related work	July 2025	This project will replace equipment that is at end of life, and update exterior envelope at the power plant.
Chiller Replacement & Power Plant Upgrades, Phase 1	HVAC & Building Envelope	NA	\$1,000,000	Replace chiller, acoustical panels, and roof, and all related work	July 2025	This project will replace equipment that is at end of life, and update exterior envelope at the power plant.
Multi-building Fire Alarm Upgrades	Life Safety	NA	\$1,000,000	Connect all the buildings to a fire alarm monitoring station for central monitoring, and all related work.	July 2025	This project will allow all the fire alarms to report to one location.
Chiller Replacement	HVAC	NA	\$1,500,000	Replace Chiller #1 and all related work	July 2025	This project will replace equipment that is at end of life.
Sundquist Science Complex Exhaust Controls, Phase 2	HVAC	\$1,500,000	\$2,500,000	Replacement of fume hood & building HVAC controls system and all related work.	July 2025	This is a continuation of an earlier project begun in 2021 to install a fume ventilation system that interfaces with the building HVAC system to ensure air balancing is achieved.
Boiler Installation, Phase 2	HVAC	NA	\$2,300,000	Install modular boilers in Music Mass Comm, Trahern, and Art & Design	July 2025	This project will continue to implement the long-term plan to remove heating and hot water from the power plant boilers.
Multi-building Envelope & Window Replacement	Building Envelope	NA	\$2,030,000	Repair building envelope and window replacement for Browning, Woodward Library, and Claxton, and all related work.	July 2025	This project will repair flashing, masonry, and windows that are showing signs of degradation.
Total Requested			\$12,330,000			

Consideration of Deferred Maintenance Requests

Organizational Chart Changes for FY 25-26

- **Academic Affairs**
 - The Provost title was updated to reflect the role as “Provost and Vice President for Academic Affairs.”
- **Finance & Administration**
 - The role of Assistant VP for Public Safety was eliminated, and the Chief of Police and Director of Emergency & Risk Management positions now report directly to the Vice President.
- **Alumni, Engagement & Philanthropy**
 - The Sr Director of Morgan University Center & Event Services was removed from under Alumni, Engagement and Philanthropy. This position now falls under Student Affairs.
- **Athletics**
 - This section was updated to reflect only five lines as reporting directly to the Vice President and Athletic Director.
 - Increased the number of head coaches from 12 to 14, with new lacrosse and tennis coaches added.
- **Military & Veterans Affairs**
 - The role of “Assistant VP & Newton Center Director” was changed to “Assistant Vice President for Military and Veterans Affairs.”
 - The position of “Recruiting & Marketing Director” was changed to “Director of Recruitment, Communications and Marketing.”



AUDIT COMMITTEE

June 6, 2025

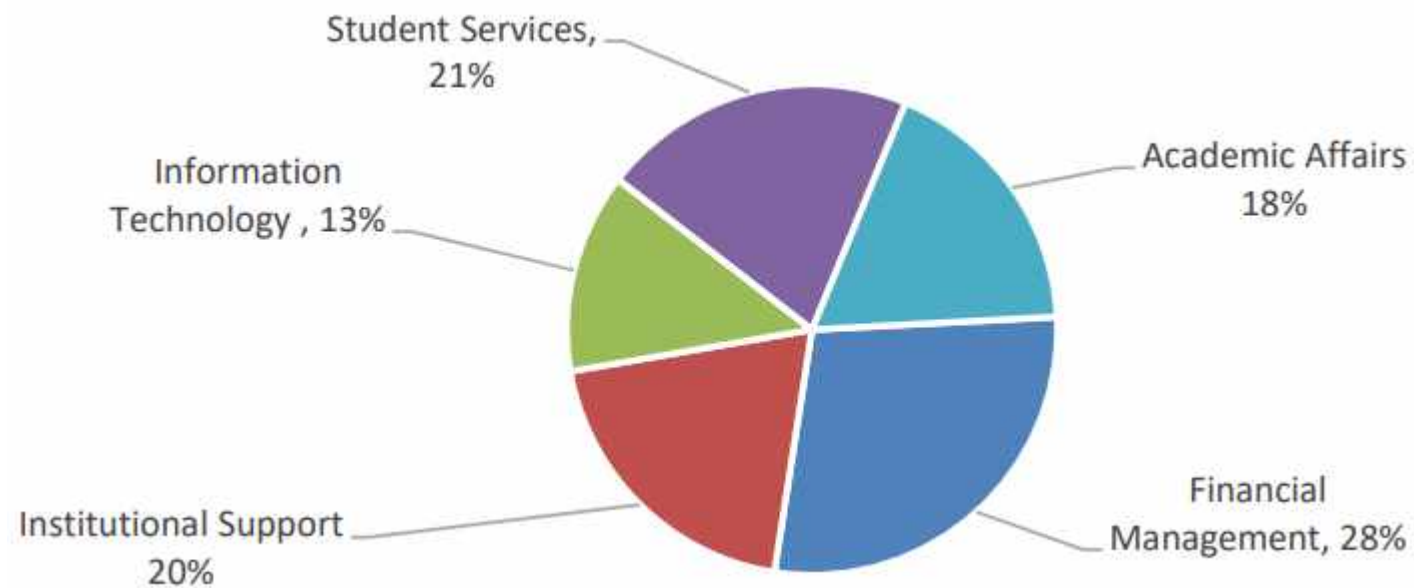
Review of internal audit report

February 28, 2025 – May 8, 2025

- Ensure OneStop software prevents students from enrolling without providing proof of immunization.
 - 68 students failed to receive the immunization questionnaire.
- Timely credit card approval process was reviewed.
- External Title VI Compliance Review
 - No findings
 - Very complimentary

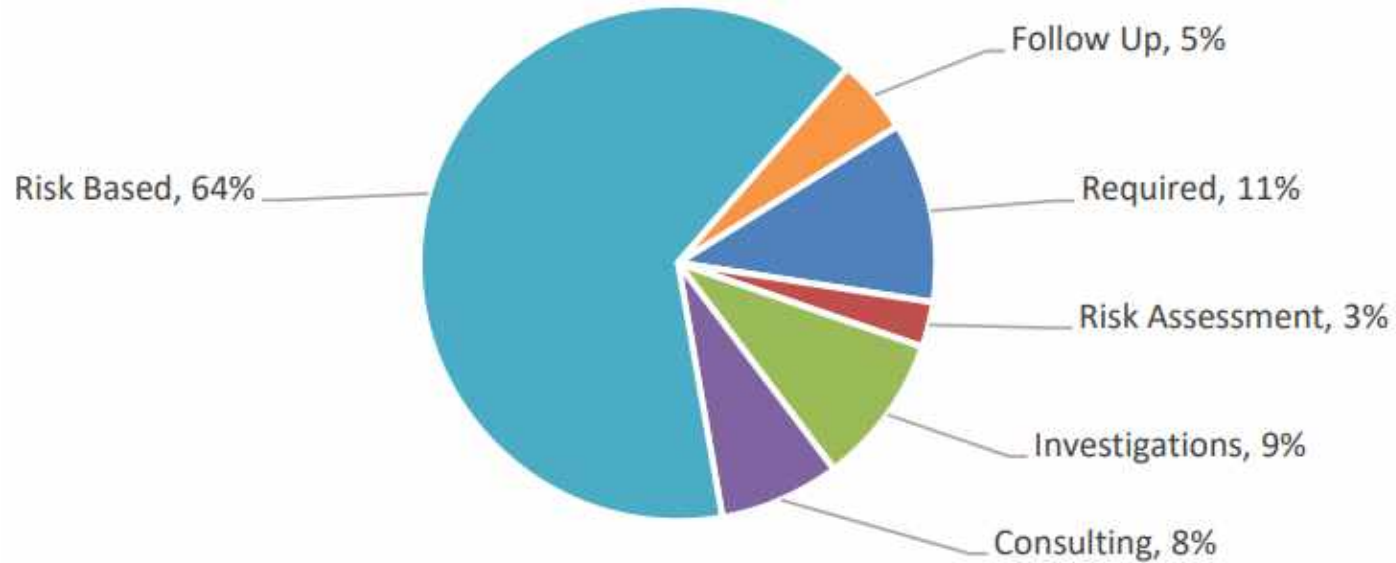
Internal Audit Plan FY2026

Audit Time by Area



Internal Audit Plan FY2026

Audit Time by Type



BOARD OF TRUSTEES MEETING

June 6, 2025

CAMPUS SPOTLIGHT

STUDENT LIFE & ENGAGEMENT



STAFF



ASHLEY KAUTZ
DIRECTOR



ZAC MOORE
ASSISTANT DIRECTOR



AUBREY LEWIS
*COORDINATOR, FRATERNITY &
SORORITY AFFAIRS*



ALLISON BOOKER
ADMINISTRATIVE ASSISTANT



**MACKENZIE
HOFER**
*PROGRAMMING
COORDINATOR*



JANESA WINE
*LEADERSHIP & STUDENT
ORGANIZATIONS*

ENGAGEMENT PLATFORM



AP Austin Peay
State University
CLARKSVILLE  TENNESSEE

Policy 1:009 Policy regarding legislative proposals

- Approved. Wording change from TBR to refer only to APSU

APSU BOARD OF TRUSTEE AWARDS

APSU Philanthropist of the Year



Board of Trustees Military Service Award



Joel C. Pruitt

Board of Trustees Service Award



Lawson and Beth Mabry

P3 Housing Initiative

- 400 BED, FIVE STORY APARTMENT STYLE
- 100 PARKING PLACES
- DESIGNED FOR FIRST AND SECOND YEAR STUDENTS & FINANCIAL AID RECIPIENTS
- DELIVERY FALL 2028



Housing's Role in Achieving APSU's Broader Strategic Goals

MARKET FINDINGS UPDATE



Quantity + Location of Student Housing

Quantity:

- › As APSU continues to grow you must align your demand and inventory to serve key populations in alignment with your other supportive infrastructure.

Location:

- › The location of housing should be located within proximity of your infrastructure that helps with retention and student success. Distance from these resources would be counterproductive.



Target Market + Unit Typology

Target Market:

- › Student housing should prioritize first-years but also, intentionally create options for sophomores, transfers, and non-traditional students who need structure, stability, and access to support.
- › Improving first-to-second year retention will require a better first-year experience and sophomore strategy.

Unit Typology:

- › APSU should primarily focus on community-style housing for freshman and more independence for your upperclassmen.



Financial Accessibility + Quality Reconciliation

Financial Accessibility:

- › APSU is building what students can afford and what the University can afford.
- › Your rents need to stay low enough to reduce risk but high enough to reinvest in quality over time.

Quality Reconciliation:

- › APSU's first-year beds should reflect the institutions standards, while sophomore housing should be priced competitively and structured to encourage them to stay.



Financial Performance + Institutional Will

Financial Performance:

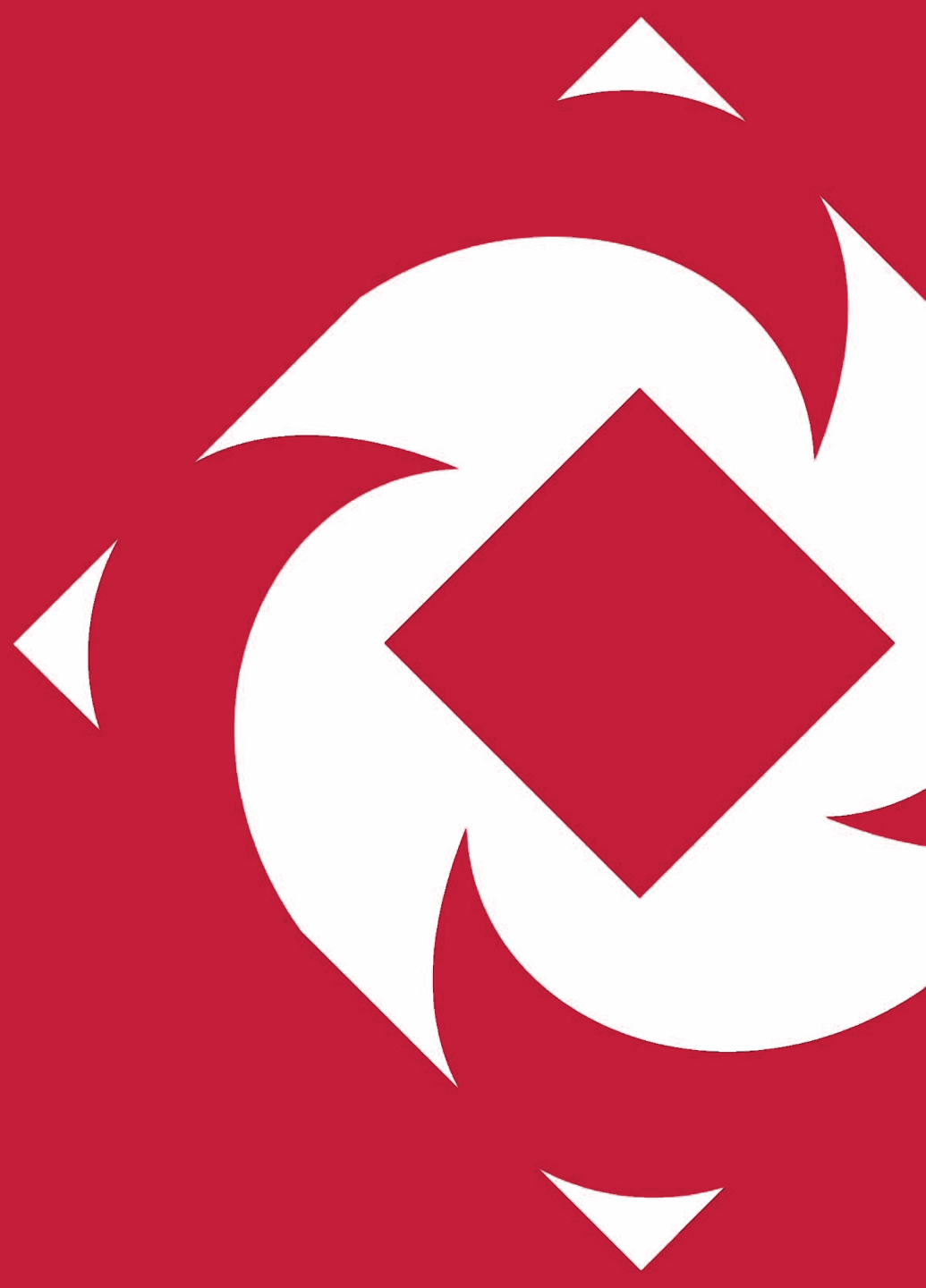
- › APSU housing won't be used to make money but used to serve your students.
- › Every decision should protect the fiscal health and keep student rents low.

Institutional Will

- › APSU must deliver housing models that minimize cost and risk, without putting the University's balance sheet on the line.
- › Efficiency here isn't about profit but about affordability and long-term reinvestment.



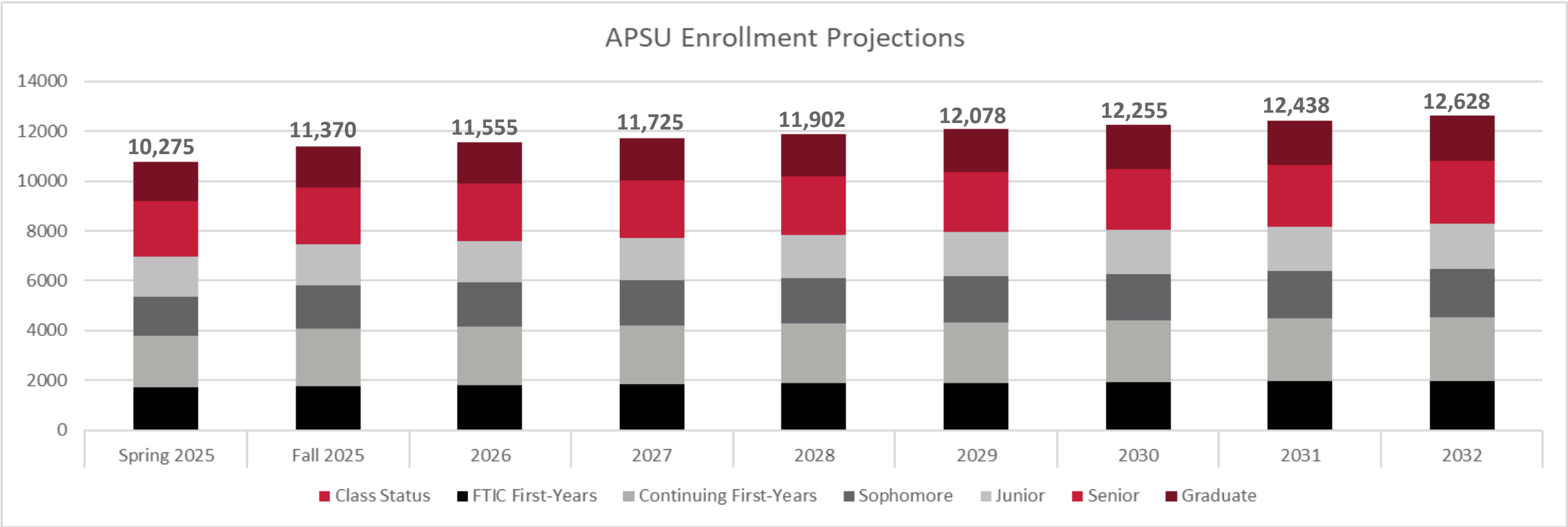
Housing Demand



Enrollment Projections

APSU IS PROJECTED TO CONTINUE TO GROW

- › APSU projects average growth of 1.5% annually.
- › Over the next 7 years, enrollment projections indicate 1,859 new students by 2032.



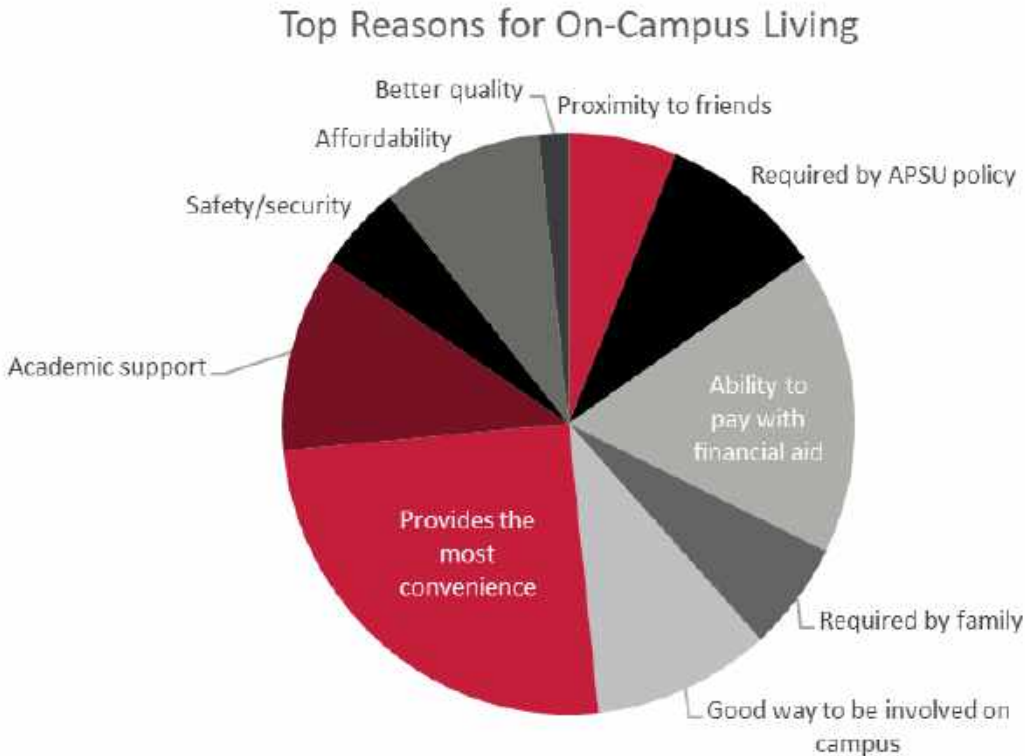
Source: Austin Peay State University

On-Campus Housing Context

STUDENTS VALUE AFFORDABILITY

- › 80% of people who pay for housing with **scholarships and grants** live on campus, prioritizing the need for affordability.
- › Students choose to live on campus due to the convenience and ability to pay with their financial aid.
- › APSU is moving to a model in which first-year students are all housed in semi-suite offerings.
 - In 2024-25, 27% of first-years in on-campus housing resided in an apartment unit.

Unit Type	Beds Available	Rates/Semester (2024-25)	Occupancy Rate (2024-25)
Semi Suite	1,140	\$3,440-\$4,065	90%
Apartment	636	\$3,485-\$4,335	92%
Total	1,776		91%

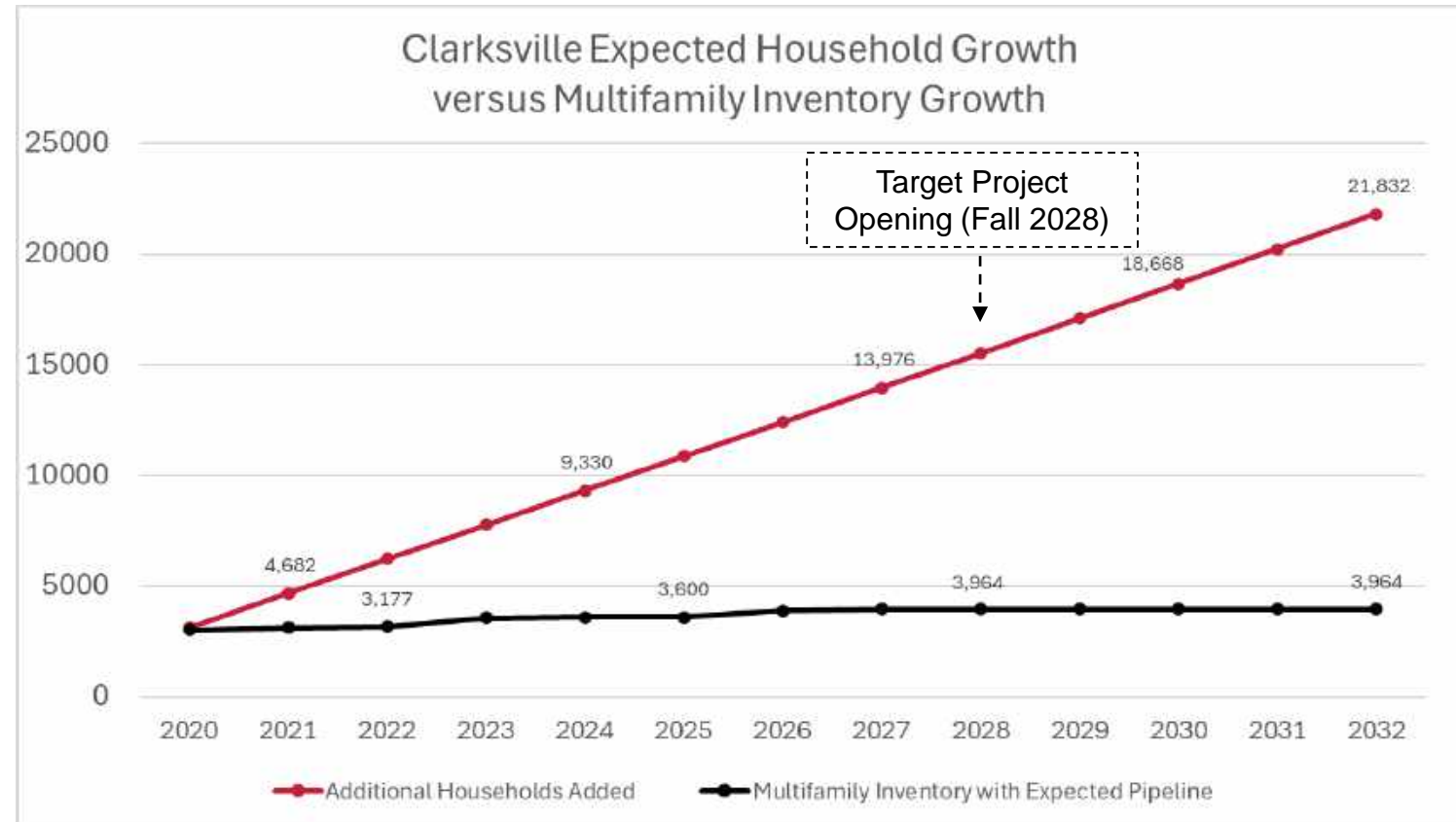


Off-Campus Housing Context

CLARKSVILLE GROWTH OUTPACES THE MULTIFAMILY MARKET

Students who do not live in on-campus housing or at home with family are competing in a scarce rental market.

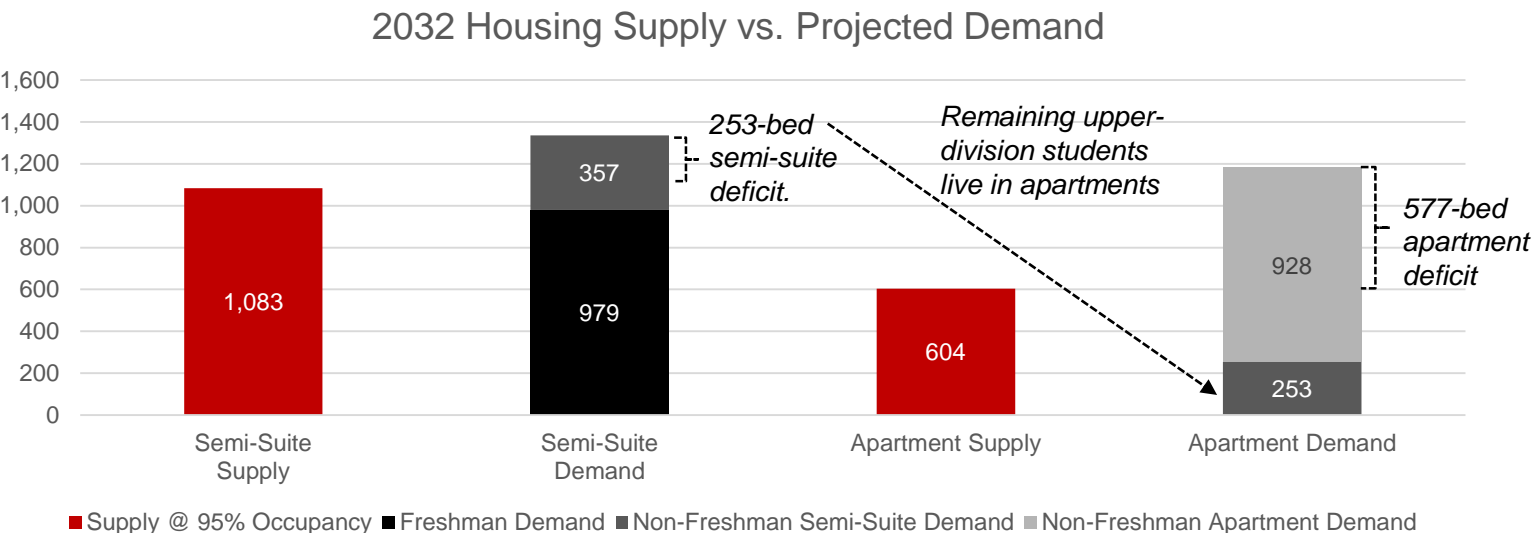
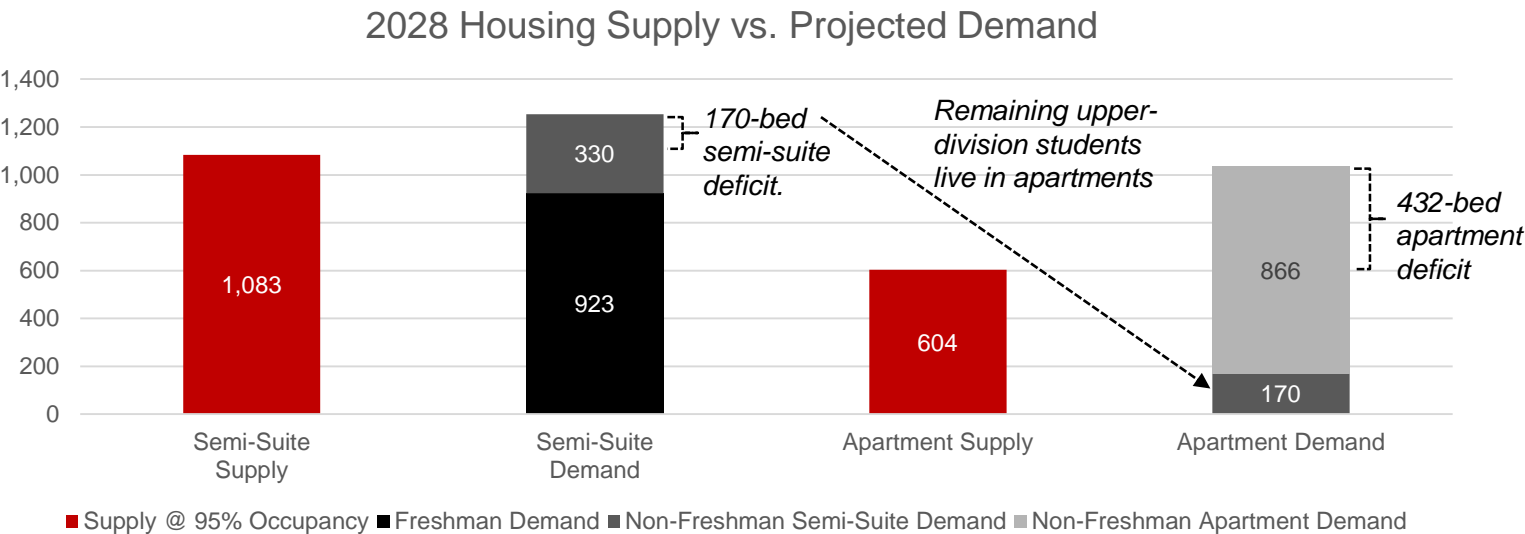
- ❖ Average of 1,560 new households expected to move to Clarksville each year.
- ❖ Within 5 miles of campus, only 100 new single-family units and 121 multifamily units are in the pipeline.
- ❖ **536 beds** of student-focused housing exist in the off-campus market.
- ❖ **Over 300 students** waitlisted for on-campus housing in Fall 2025.



Source: The Clarksville Montgomery County Regional Planning Commission, The Clarksville Montgomery County Growth Coordination Committee, and The CoStar Group

Projected Demand

- ❖ At project opening in Fall 2028 there will be demand for **432 beds** of additional student apartments.
- ❖ The deficit will grow to **577 beds** by 2032.



Initial Site Analysis

OVERVIEW AND ASSUMPTIONS

❖ Lot 30 Overview:

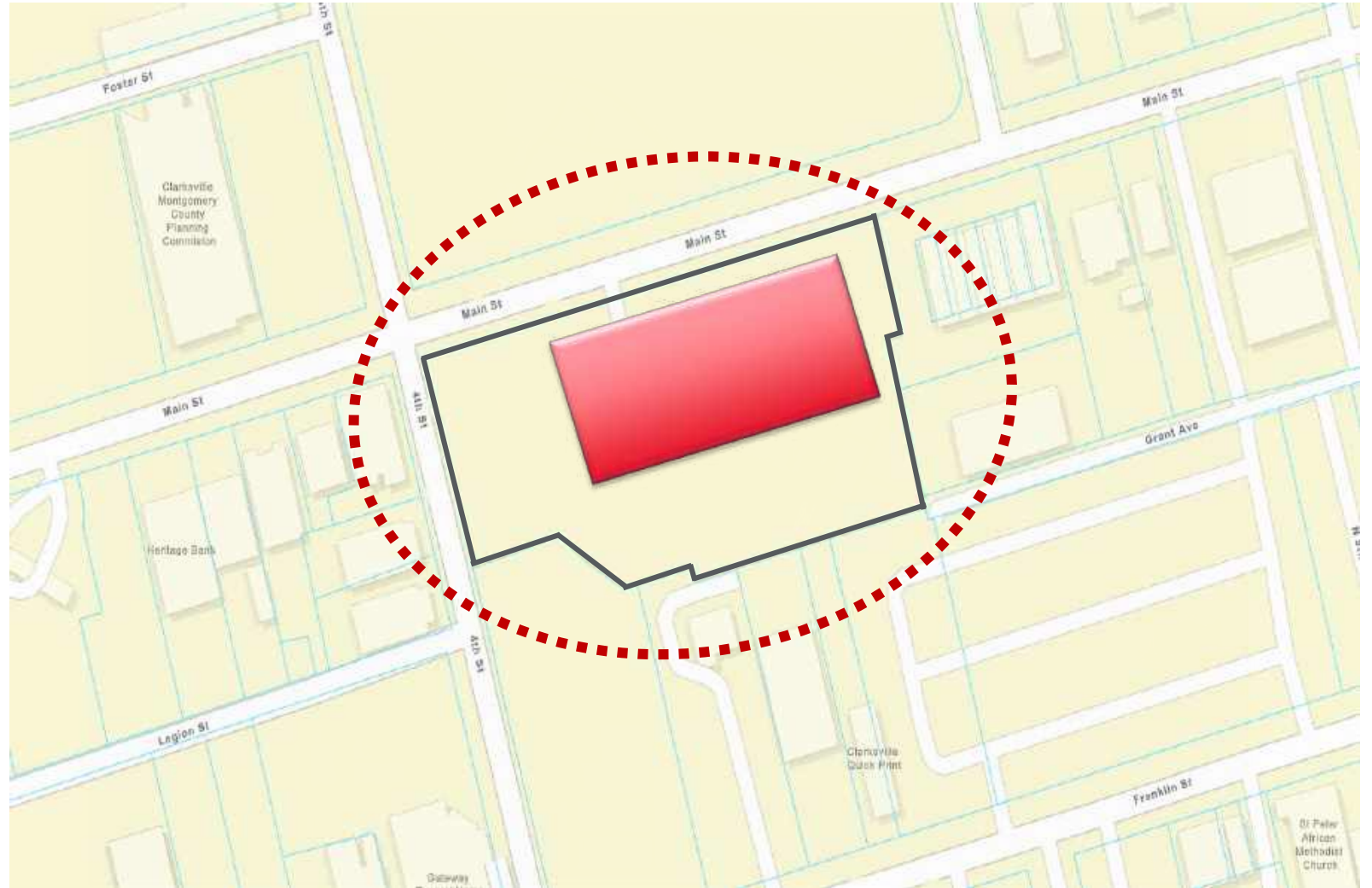
- Site Size: 1.6 acres / 69,696 SF
- No municipal zoning restrictions

❖ Assumptions:

- 5 stories
- Stormwater neutral (no increase in impervious surface)
- Landscaping not considered in assumptions
- Parking ratio: 0.25:1

❖ Estimated Yield:

- Building utilizes approx. half of site
- Approx. 400 beds
- 95 parking spaces



New Development Assumptions and Outcomes

Move In: Aug 21
Move Out: May 9
Total ~9 months

New Development Assumptions	
Construction Cost per SF (2025\$):	\$272 per SF
Total Project Cost (2025\$)	\$47.8M
Debt Service Interest Rate:	5.15%
Debt Service Term:	40 Years
Lease Terms:	12 Months
Op. Ex. per SF	\$7.65
Required DCR	1.20x

APSU Rental Cost Comparisons (2024-25 dollars)				
<i>Average costs / bed</i>	All On-Campus Housing (Academic Year)	Off-Campus Apartments (12 months)	New Development (12 months)	New Development (Academic Year)
Rent / Month	\$873	\$826	\$914	\$1,218
Utilities	Included	\$151	Included	Included
Total Cost / Month	\$873	\$977	\$914	\$1,218
Total Cost / Year	\$7,856	\$11,724	\$10,967	\$10,967

- \$5,484 per semester for academic year new development
- \$4,335 is highest current apartment rate

Looking to the Future

NEXT STEPS

- 01** Finalize plan with P3 Task Force – May 28
- 02** Integrate final report into RFP document
- 03** Submit RFP to SBC for review – June 12
- 04** SBC Approval and RFP Issuance – August 12
- 05** Partner Selection – Q4 2025
- 06** Design Negotiation & Approvals - Q1 – Q3 2026
- 07** Construction Starts - Q4 2026
- 08** New Project Opening - Fall 2028

President Licari's remarks

- APSU is the fastest growing university in the state
- New record set for fundraising at the Candlelight Ball
- APSU is the only Vets BRAVO institution
- APSU's ROTC program is one of only 16 institutions regularly invited to compete at West Point
- New Carnegie designation: Masters Large Research
- \$1.9 million rural healthcare grant received
- Peayple in the Community date is August 25
- Focus for next academic year:
 - College going rate of TN high school students
 - Federal financial aid re: [One Big Beautiful Bill Act \(H.R.1\)](#) passed July 4, 2025
 - Retention
 - Career readiness skills