



Board Meeting

Austin Peay State University

317 College Street

Clarksville, TN 37040

March 18, 2022

11:00 AM

Call to Order

Roll Call/Declaration of a Quorum

Adoption of Agenda

A.Consent Agenda

i.Consideration of Revisions to the Academic Affairs Committee Charter

ii.Consideration of Revisions to the Audit Committee Charter

iii.Consideration of Revisions to the Executive Committee Charter

iv.Consideration of Revisions to the Student Affairs Committee Charter

Approval of Minutes

Campus Spotlight

Action Items

A.Academic Affairs Committee Report and Recommendations

i.Tenure upon Appointment: Dr. Matthew Crosston, Director of the Institute for National Security and Military Studies

ii.Consideration of Tenure Appointments

B.Audit Committee Report and Recommendations

C.Business and Finance Committee Report and Recommendations

- i.Consideration of Non-Mandatory Fees for the 2022-2023 Academic Year
- ii.Consideration of Housing Rates for the 2022-2023 Academic Year
- iii.Consideration of Welcome Center Renovation and Exterior Improvements
Project Cost Increase

D.Executive Committee Report and Recommendations

- i.Consideration of Revisions to the Board of Trustees Bylaws

E.Student Affairs Committee Report and Recommendations

- i.Recommendation for Selection of Student Trustee

F.Other Business

- i.Rescission of APSU Policy 1:013 Student Code of Conduct
- ii.Naming Request for the Joe and Cathi Maynard Family Athletics Complex
and the Maynard Family Field at Fortera Stadium

Information Items

A.President's Report

B.President's Interim Items

- i.Review of Contracts and Agreements
- ii.Review of State Building Commission Actions

Adjourn

Academic Affairs Committee Charter

Purpose

The Academic Affairs Committee oversees the academic programs of the University. Specifically, the committee facilitates the Board of Trustee's commitment to the University's vision of ~~creating a collaborative, integrative learning community, instilling in students habits of critical inquiry as they gain knowledge, skills, and values for life and work in a global society.~~ harnessing student-centered teaching, unique developmental opportunities, innovative research, and public service to become the region's university of choice for those seeking to improve their lives. The committee, in collaboration with academic leaders, strives to advance the mission of the University as a ~~comprehensive university committed to raising the educational attainment of the citizenry.~~ mission-driven, community-minded institution that provides transformational experiences through innovative, creative, and scholarly activities. The committee also oversees matters related to student success including services and resources to increase recruitment, retention, and completion rates and satisfaction.

Authority and Responsibilities

The committee serves to:

1. Ensure, protect and advance the educational quality of the University and its academic programs;
2. Monitor progress towards the University's academic performance measures;
3. Advise the Board regarding major changes to the academic programs of the University, such as the creation, merger or closure of degree programs, schools or colleges within the University; and
4. Establish policies and procedures related to faculty appointment, and tenure; ~~and~~

Composition

In addition to the Trustee members as appointed by the Board Chair, the Provost shall serve as an ex-officio, non-voting members of the committee.

Academic Affairs Committee Charter

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Austin Peay State University

Audit Committee Charter

Purpose and Mission

The Audit Committee, a standing committee of the Austin Peay State University Board of Trustees, provides oversight and accountability on all aspects of university operations. The committee will assist the Board in fulfilling its oversight responsibilities by reporting regularly to the Board about Audit Committee activities and issues that arise with such recommendations as the committee deems appropriate. The Audit Committee will provide for open communications among the Board, university senior management, and the Tennessee Comptroller's Office auditors regarding audit matters.

The Audit Committee will provide oversight in the following areas:

- Audit engagements with the Tennessee Comptroller's Office, including the integrity of financial statements and compliance with legal and regulatory requirements.
- Audit engagements with external auditors.
- Internal Audit administration and activities.
- Management's internal controls and compliance with laws, regulations and other requirements.
- Management's risk and control assessments.
- Fraud, waste and abuse prevention, detection, and reporting.
- Review the university's Code of Conduct.
- Other areas as directed by the Board.

Authority

The Audit Committee has the authority to conduct or authorize audits or investigations into any matter within its scope of responsibility. The scope of internal auditing extends to all aspects of ~~institutional-university~~ operations and beyond fiscal boundaries. The committee is authorized to:

- Seek any information it requires from employees or external parties. Employees are directed to cooperate with the committee's requests.
- Have access to all books, records and physical properties of Austin Peay State University.
- Meet with Board and university officials, external and internal auditors, legal counsel, or others as necessary.
- Delegate authority to subcommittees, providing that such decisions by any subcommittee are presented to the full committee at its next scheduled meeting.

Responsibilities

The Board employs a person qualified by training and experience to serve as the Chief Audit Officer, who reports directly to the Audit Committee and the Board of Trustees. The Chief Audit Officer coordinates audit activities with the Tennessee Comptroller of the Treasury and with any other external auditors. The Audit Committee facilitates any audit and investigative matters, including advising auditors and investigators of any information the committee may receive pertinent to these matters.

The Audit Committee will carry out the following duties for the Board and Austin Peay State University and will report to the Board about Audit Committee activities and issues that arise with such recommendations as the committee deems appropriate:

Tennessee Comptroller's Office Audits

- Understand the scope and approach used by the auditors in conducting their examinations.
- Review results of the Comptroller's examinations of financial statements and any other matters related to the conduct of the audits.
- Review with management and legal counsel any legal matters (including pending litigation) that may have a material impact on the financial statements, and any material reports or inquiries from regulatory or governmental agencies.
- Resolve any differences between management and the Comptroller's auditors regarding financial reporting.
- Meet, as needed, with the Comptroller's auditors to discuss any matters that the Audit Committee or auditors deem appropriate.
- Work [with](#) management and staff, as needed, to ensure implementation of audit recommendations.

External Audits

- Understand the scope and approach used by the external auditors in conducting their examinations.
- Review results of the external auditors' examinations and any other matters related to the conduct of the audits.
- Meet, as needed, with the external auditors to discuss any matters that the Audit Committee or auditors deem appropriate.

Internal Audit Activities

- Ensure that the Chief Audit Officer has direct and unrestricted access to the [committee chairman](#) and other committee members.
- Review and approve the charter for the university's Internal Audit function.
- Review and approve the annual audit plans for the university's audit function, including management's request for unplanned audits.
- Receive and review significant results of internal audits performed.
- Review the results of the year's work with the Chief Audit Officer.
- Work [with](#) management and staff, as needed, to ensure implementation of audit recommendations.

- Ensure the internal audit function maintains a quality assurance and improvement program, including internal procedures and assessments and a periodic external quality assessment of conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*.

Internal Audit Administration

- Review the Chief Audit Officer's administrative reporting relationship to the President of Austin Peay State University to assure not only that independence is fostered, but adequate resources in terms of staff and budget are provided to enable the department to effectively perform its responsibilities. The President has administrative authority for approval of the Chief Audit Officer's time, travel and other expenses of the Office of Internal Audit. Additionally, the President may initiate a performance evaluation of the Chief Audit Officer at the request of the Audit Committee or Chair of the committee. This administrative reporting relationship is meant to facilitate administrative activities and does not diminish the Chief Audit Officer's reporting relationship to the Audit Committee and the Board of Trustees.
- Review and approve the appointment, compensation, reassignment, or dismissal of the Chief Audit Officer.
- Review and approve the compensation and termination of internal audit staff.

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Risk, Internal Control and Compliance

- Consider the effectiveness of management's internal control system and compliance with laws and regulations, including computerized information system controls and security.
- Understand the scope of internal and external auditors' reviews of internal controls over financial reporting.
- Make recommendations to improve management's internal control and compliance systems to ensure the safeguarding of assets and prevention and detection of errors and fraud. The components of the control system are:
 1. Control environment—creating a culture of accountability;
 2. Risk assessment—performing analyses of program operations to determine if risks exist;
 3. Control activities—taking actions to address identified risk areas;
 4. Information and communication—using and sharing relevant, reliable, and timely information; and
 5. Monitoring—tracking improvement initiatives and identifying additional actions needed to further improve program efficiency and effectiveness.
- Review and evaluate risk assessments performed by management of Austin Peay State University.

Fraud

- Ensure that the Board, and the management and staff of the Board and Austin Peay State University take all reasonable steps to prevent, detect, and report fraud, waste

and abuse.

- Formally and regularly inform management of their responsibility for preventing, detecting, and reporting fraud, waste and abuse.
- Establish a process for employees, taxpayers and other citizens to confidentially report suspected illegal, improper, wasteful or fraudulent activity.
- Inform the Comptroller of the Treasury of assessments of controls to reduce risks of fraud.
- Promptly report indications of fraud to the Comptroller of the Treasury.

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Other

- Review and assess the adequacy of the Audit Committee's charter annually, requesting Board approval for proposed changes.
- Ensure the receipt, retention and resolution of complaints regarding accounting, internal controls or auditing matters.
- Review the university's Code of Conduct policy to ensure it is readily available to all employees, easy to understand and implement, enforced, and provides a confidential means of reporting violations. The Code of Conduct should remind management and staff of the need to:
 1. Maintain the highest level of integrity in regards to financial operations.
 2. Avoid preparing or issuing fraudulent or misleading information.
 3. Protect university assets from fraud, waste or abuse.
 4. Comply with all relevant laws, rules, policies and procedures.
 5. Avoid engaging in activities which would otherwise bring dishonor to the university.
- Review the Board's policy regarding conflict of interest to ensure that "conflict of interest" is clearly defined, guidelines are comprehensive, annual signoff is required for those in key positions and procedures are in place to ensure potential conflicts are adequately resolved and documented.

Membership

Tennessee Code Annotated, Section 49-8-201, includes the requirements for the appointment and terms of public members of the Austin Peay State University Board of Trustees. ~~Members of the committee and chair shall be appointed by the Board Chair. - From this membership, the Audit Committee and its chair shall be nominated annually by the Board Chairman and approved by the Board.~~ The Audit Committee shall consist of at least one member, preferably the chair of the committee, who shall have accounting and financial management expertise and other members who are generally knowledgeable in financial, management, and auditing matters. In addition to the Trustees nominated to the committee, the Board may select one or more certified public accountants or other qualified citizens who are not members of the Board to serve on the Audit Committee. The committee shall have at least three members.

Independence

Each member shall be free of any relationship that would give the appearance of a

conflict or that would interfere with his or her exercise of independent judgment.

Education

The university senior management and the Internal Audit Office are responsible for providing the committee with educational resources related to accounting principles, internal controls, applicable policies, and other information that may be requested by the committee to maintain appropriate financial and compliance literacy.

Meetings

The Audit Committee shall meet as necessary, but at least annually. Minutes of these meeting should be maintained. The committee may invite management, auditors, or others to attend and provide relevant information. Meeting agendas will be provided to members in advance, along with appropriate briefing materials. Minutes will be prepared. A majority of the members of the committee shall constitute a quorum for the transaction of business. The committee shall also meet at the request of the Comptroller of the Treasury.

The Audit Committee shall follow the public notice requirements of the Board. All meetings of the Committee shall be subject to the open meetings provisions of *Tennessee Code Annotated*, Title 8, Chapter 44, except that, as provided by *Tennessee Code Annotated*, Section 4-35-108(b), the committee may hold confidential, nonpublic executive sessions to discuss:

1. Items deemed not subject to public inspection under *Tennessee Code Annotated*, Sections 10-7-503 and 10-7-504, and all other matters designated as confidential or privileged under this code;
2. Litigation;
3. Audits or investigations;
4. Information protected by federal law; and
5. Matters involving information under *Tennessee Code Annotated*, Section 4-35-107(a), where the informant has requested anonymity.

Source: March 30, 2017 Board of Trustees meeting; Approved March 9, 2018 Board of Trustees meeting; **Approved March 18, 2022 Board of Trustees meeting**

Austin Peay State University

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Executive Committee Charter (Revised 9/17/2021)

Revisions Recommended 3/18/2022

Purpose

The Executive Committee ensures the integrity of the Board and enhances board performance. The Committee serves to ensure the University operates within available resources and in compliance with applicable federal and state laws and University policies in a manner supportive of the University's strategic plan.

Authority and Responsibilities

The Committee shall have responsibility to provide oversight in the following areas and recommend for approval the following actions to the Board:

1. Oversee presidential personnel matters, including the annual evaluation.
2. Exercise all powers and authority of the full Board on an as needed basis between regular Board meetings for time-sensitive matters, subject to limitations imposed by the Board.
3. Periodically review the bylaws and recommend needed amendments.
4. Develop and implement a process for Board members to define and biennially evaluate the Board's responsibilities and expectations in order to promote the advancement and continuous improvement of Austin Peay State University.
5. Take action on all items not clearly falling within the auspices of the other committees.

It is the expectation of the Board that the full Board will consider and make decisions regarding all significant matters before the Board. However, the Executive Committee is empowered to act for the full Board between regular Board meetings on an as needed basis for time-sensitive matters, subject only to such restrictions or limitations as the Board may from time to time specify, except that the following matters shall be reserved to the full Board for approval: (i) Board ~~and committee~~ officer selection, (ii) changes in the mission and purposes of the University, (iii) presidential selection, evaluation and termination, (iv) amendments to the Bylaws, (v) debt issuances, (vi) sale or other disposition of real property, (vii) the University's annual operating budget and (viii) the University's Facilities Master Plan. All actions taken by the Executive Committee pursuant to this authority shall be reported at the next meeting of the full Board^{1,7} or when deemed sufficiently important by the Board Chair and the University President, such actions shall be reported to the Board within thirty (30) days after such action is taken, or at a meeting of the Board if a meeting is held within that period of time.

Composition of the Committee

The Executive Committee shall be comprised of ~~the~~ at least the Board Chair, Vice Chair, and one additional Trustee as determined by the Chair. The University President shall be an ex-officio, non-voting member of the committee.

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Student Affairs Committee Charter

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Authority and Responsibilities

The committee serves to establish policies, programs, and procedures affecting students and campus life, including but not limited to student conduct, student housing, campus environment, and student engagement that seek to enhance the educational experiences for all students.

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Board Meeting Minutes		
12.03.2021	11:15 a.m.	317 College Street Clarksville, TN 37040
Meeting Type	Board Meeting	
Notetaker	Sharon Silva	
Attendees	Trustees	Present (Y/N)
	Mr. Billy Atkins	Y
	Ms. Elaine Berg	Y
	Ms. Katherine Cannata	Y
	Ms. Molly Howard	Y
	Mr. Don Jenkins	Y
	Dr. Valencia May	Y
	Ms. Keri McInnis	Y
	Brig. Gen. Robin Mealer	Y
	Mr. Mike O'Malley	Y
	Dr. Phil Roe	Y
	University Staff	
	Dr. Michael Licari, President	Y
	Dr. Maria Cronley, Provost	Y
	Dr. Carol Clark, Secretary to the Board	Y
	Ms. Dannelle Whiteside, Vice President for Legal Affairs & Organizational Strategy	Y
Call to Order		

Discussion	
Trustee Atkins called the meeting to order at 11:15 a.m.	
Roll Call/Declaration of a Quorum	
Discussion	
Dr. Carol Clark, secretary to the board, called the roll.	
Trustee Atkins stated there was a quorum.	
Adoption of Agenda	
Discussion	
Trustee Atkins informed the board that there were items for consideration on the consent agenda and asked if the trustees wished to extract any items. They did not.	
Conclusions	
Trustee Atkins moved for the adoption of the agenda, including the consent agenda items. Trustee May seconded the motion.	
A voice vote was taken, and the motion carried unanimously with nine trustees voting aye.	
Approval of Minutes	
Discussion	
Trustee Atkins stated that the minutes for the September 17, 2021, board meeting were circulated in advance. Trustee Atkins asked if there were any corrections or additions to the minutes. There were none.	
Conclusions	
Trustee Jenkins moved to approve the minutes as written. Trustee McInnis seconded the motion.	
A voice vote was taken, and the motion carried unanimously with nine trustees voting aye.	
Campus Spotlight – APSU Farm and Environmental Education Center	
Discussion	
Trustee Atkins recognized President Licari who introduced Dr. Karen Meisch, dean of the College of Science, Technology, Engineering and Mathematics (STEM), for a presentation on the Farm and Environmental Education Center.	

Dean Meisch introduced Dr. Alex King, professor and chair, Department of Physics, Engineering and Astronomy; Dr. J. Allyn Smith, professor, Physics, Engineering and Astronomy Department; and Dr. Don Sudbrink, professor and chair, Department of Agriculture.

Dean Meisch's presentation touched on many attributes of the Farm and Environmental Education Center, which is 1.8 miles from campus and 7.5 miles from the APSU Center at Fort Campbell. The 440 acres within the Highland Rim include pastures, fields, forests, caves and several buildings. The property was donated to the University in the 1960s as a teaching and working farm.

Dean Meisch mentioned that much of the produce grown at the Farm and Environmental Education Center is donated to the food pantry on campus.

Trustee Atkins expressed appreciation for the event held for the trustees at the Farm and Environmental Education Center the prior evening.

Academic Affairs Committee Report and Recommendations

Discussion	
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Trustee May reported on the actions of the Academic Affairs Committee at the December 3 meeting including one action item needing consideration of the board, the approval of the Bachelor of Science in National Security Studies.

Other action items considered by the Academic Affairs Committee at the December 3 meeting, and approved on the board's consent agenda, were:

- A. Approval of Elevation of Public Health Education Concentration to Stand-alone Major of Master of Public Health (MPH) in Public Health
- B. Approval of Termination of Education Specialist (Ed.S.) Degree

Information items reviewed by the Academic Affairs Committee were:

- A. Fall Census Enrollment
- B. Academic Affairs Strategic Planning Update: Mission, Vision, and Core Values

Approval of Bachelor of Science in National Security Studies

Discussion	
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By direction of the Academic Affairs Committee, Trustee May moved to approve the Bachelor of Science in National Security Studies.

Conclusions	
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A voice vote was taken, and the motion carried unanimously with nine trustees voting aye.

Audit Committee Report and Recommendations

Discussion

Trustee Mealer reported on the actions of the Audit Committee at the December 3 meeting. The committee reviewed the following information items:

- A. Internal Audit Reports released between August 26, 2021, and November 10, 2021, and List of Outstanding Audit Recommendations
- B. Discussion of The Institute of Internal Auditors Mandatory Guidance and principles of independence and objectivity
- C. Information Technology Security Update

Business and Finance Committee Report and Recommendations

Discussion

Trustee Jenkins reported on the actions of the Business and Finance Committee at the December 3 meeting, which included two action items needing consideration of the board.

The action items considered by the Business and Finance Committee were:

- A. Consideration of the October Revised Budget for Fiscal Year 2021-2022
- B. Consideration of the Football Locker Room Project

Information items reviewed by the Business and Finance Committee were:

- A. Review 2022-23 THEC State Appropriations Distribution Recommendation
- B. Review 2022-23 THEC Capital Outlay and Capital Maintenance Projects Recommendations
- C. Review 2022-23 THEC Tuition and Fee Recommendation

Consideration of the October Revised Budget for Fiscal Year 2021-2022

Discussion

By direction of the Business and Finance Committee, Trustee Jenkins made a motion to approve the October Revised Budget.

Conclusions

A roll call vote was taken, and the motion carried unanimously with nine trustees voting aye.

Billy Atkins:	Yes
Elaine Berg:	Yes
Katherine Cannata:	Yes
Molly Howard:	NV
Don Jenkins:	Yes

Valencia May:	Yes	
Keri McInnis:	Yes	
Robin Mealer:	Yes	
Mike O'Malley:	Yes	
Phil Roe	Yes	
Consideration of the Football Locker Room Project		
Discussion		
By direction of the Business and Finance Committee, Trustee Jenkins made a motion to approve the Football Locker Room Project.		
Conclusions		
A voice vote was taken, and the motion passed unanimously with nine trustees voting aye.		
Student Affairs Committee Report and Recommendations		
Discussion		
Trustee McInnis reported on the actions of the Student Affairs Committee at the December 3 meeting, which included the review of one information item: A. Office of Disability Services		
Executive Committee Report and Recommendations		
Discussion		
Trustee Atkins reported on the actions of the Executive Committee at the December 3 meeting. The committee considered and approved the following action items that were part of the board's consent agenda: A. Policy 1:010 Appeals and Appearances Before the Board B. Policy 1:012 Inspecting and Copying Public Records and Related Charges for Producing Copies of Public Records C. Policy 1:014 Classifying Students In-State and Out-of-State for Purposes of Paying Fees and Tuition and for Admissions D. Policy 1:019 Policy on Access to and Use of Campus Property and Facilities		
Consideration of the Updated University Mission, Vision, and Values		
Discussion		

Trustee Atkins recognized Ms. Dannelle Whiteside, vice president for Legal Affairs and Organizational Strategy, to provide information on the updated University Mission, Vision and Values. Ms. Whiteside reviewed the updated University Mission, Vision and Values and acknowledged Dr. Emily Lean and Dr. Kathrine Bailey for their contributions. Ms. Whiteside shared the timeline of the process, the feedback received from various groups and the revisions that took place throughout the development of the University Mission, Vision and Values.

The next phase of the process is “Planning Together.”

Conclusions

Trustee O'Malley moved to approve the updated University Mission, Vision and Values as written. Trustee Cannata seconded the motion.

A voice vote was taken, and the motion carried unanimously with nine trustees voting aye.

Student Affairs Update

Discussion

Trustee Atkins recognized Dr. Eric Norman, vice president for Student Affairs, to share highlights of the Student Affairs Division. Dr. Norman's presentation included information on a myriad of events held on campus, the efforts to reengage students in campus life, the ongoing commitment to the mental health of students and mentoring programs.

President's Report and Report on Interim Items

Discussion

Trustee Atkins recognized President Mike Licari to give his report to the board.

President Licari welcomed Trustee Roe to the board and wished Trustee O'Malley a happy birthday.

He shared his excitement and optimism about the future of Austin Peay and shared some of the remarks he made at his recent installation. Licari also expressed excitement about the new Mission, Vision and Values statements approved at the meeting and offered thanks to Ms. Dannelle Whiteside, Dr. Emily Lean and Dr. Kathrine Bailey.

Licari mentioned COVID-19 and the continued tracking of new developments.

He congratulated Dean Prentice Chandler and the College of Education on its recent accreditation. He mentioned the initial accreditation of the Masters in Social Work and progress on the new Institute for National Security and Military Studies.

Licari mentioned Dr. Dwayne Estes, a faculty member in the biology department who heads the Southeastern Grasslands Initiative in the Center of Excellence for Field Biology, and the partnership with Google. This type of initiative exemplifies the unique learning environment Austin Peay provides as well as being a powerful resource for the Montgomery County and Middle Tennessee area.

Licari stated that the December student spotlight is on 18 students who presented research at the Tennessee Academy of Science's annual meeting in November. Three are freshmen in the STEM Scholars program. Freshmen Emelia Beck and Avery Moser, both biochemistry majors, are students working with chemistry professor Dr. Anuradha Pathiranage. Biology major Laina Skaggs collaborated on research with mathematics professor Dr. Ramanjit Sahi.

Sarah Krueger, Sarah Zirkle and Trevor Walker, graduate students of Dr. Katherine Haase, swept awards for the ecology and evolution section. Jacob Lemon, a graduate student of Dr. Manisha Gupta, won first place in the botany and cell and molecular biology section.

Gifts to the University continue to outpace last year and Licari commended Kris Phillips and his team in Advancement for their efforts in fundraising.

In Athletics, football ended the season with a winning record under the energetic coaching of Scotty Walden. Volleyball had a great season, and men's and women's basketball are off to an exciting start.

Licari added that the trustees' meeting packet included reports on the State Building Commission actions and the contracts and agreements that had occurred since the last board meeting.

Adjourn

Discussion	
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Trustee Atkins stated the next board meeting will take place on March 18, 2022.

Conclusions	
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Trustee Atkins moved to adjourn the board meeting. Trustee Cannata seconded the motion.

A voice vote was taken and carried unanimously with nine trustees voting aye. The meeting adjourned at 12:10 p.m.



MATTHEW CROSSTON

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<https://profmatthewcrosston.academia.edu/>

Education

- Post-Doc** **UNIVERSITY OF TORONTO, Munk Centre for International Studies**
Conflict and Development Studies, 2003
- Ph.D.** **BROWN UNIVERSITY, Department of Political Science**
Political Science, 1997-2003, Major fields: Comparative Politics / International Relations
- M. A.** **UNIVERSITY COLLEGE LONDON, SSEES**
Politics of Transition and Development – Post-Soviet States, 1993-1994
Major fields: democratization and internal conflict/corruption
- B.A.** **COLGATE UNIVERSITY**
Russian Studies, 1989-1993.

Professional Academic Experience

Inaugural Director, Institute of National Security and Military Studies
Professor of Political Science, Department of Political Science and Public Management
AUSTIN PEAY STATE UNIVERSITY, 2022-present

Director for Academic Transformation
BOWIE STATE UNIVERSITY, 2020-2022

Professor of Strategic Intelligence and Global Security
Director, Doctoral Programs in Strategic Intelligence
AMERICAN MILITARY UNIVERSITY, 2017-2019

Miller Endowed Chair of Industrial and International Security
Program Director, International Security and Intelligence Studies
Center Director, Liberal Arts and Social Sciences
Professor of Political Science
BELLEVUE UNIVERSITY, 2009 – 2016

Assistant Professor, International Studies, National Security, and Political Science
VIRGINIA MILITARY INSTITUTE, 2008 – 2009

Assistant Professor, Political Science
CLEMSON UNIVERSITY, 2003-2008

Senior Advisory and Strategic Consulting Leadership Roles

Sr. Research Fellow, Cyber Security Program, *Institute of National Security Studies*, 2015-now

Executive Vice Chairman, *ModernDiplomacy.eu*, 2013-now

Sr. Advisor, Board of Directors, *Research Institute for European and American Studies*, 2014-now

Sr. Advisor, Board of Directors, *China Eurasia Council for Political and Strategic Research*, 2016-now

Advisory Board, *International Journal of Intelligence and Counterintelligence*, 2017-now

Political Analyst, *Russian International Affairs Council*, 2013-now

External Review and Assessment Expert, State of New York, *Doctorate in Professional Studies Homeland Security Management*, St. John's University, 2015-2016

Member, Leadership Council, *Doctor of Philosophy, International Security and Affairs*, North Carolina State University, 2016-2017

Publications

BOOKS

Russia Reconsidered: Putin, Power, and Pragmatism

Foreign Policy and International Security Series, Brown Books Publishing, 2018

Fostering Fundamentalism: Terrorism, Democracy and American Engagement in Central Asia

US Foreign Policy and Conflict in the Islamic World Series, Ashgate UK, Sep 2006

Shadow Separatism: Implications for Democratic Consolidation

Post-Soviet Politics Series, Ashgate UK, Oct 2004

BOOK CHAPTERS

- ***La Dissuasion en Amont : Une Stratégie Efficace Contre l'extrémisme Violent***
"Le Nouvel âge Des Extremes?," University of Montreal Press, 2021.
- ***The Fight for Cyber Thoreau: Distinguishing Virtual Disobedience from Digital Destruction***
"Threat Mitigation and Detection of Cyber Warfare and Terrorism," IGI Global, 2017.
- ***Modi Around the Neighborhood: Foreign Policy Challenges Facing India's Future***
"Modi and the World: The Ring View Inside Out," Bloomsbury India, 2016.
- ***Duqu's Dilemma: The Ambiguity Assertion and the Futility of Sanitized Cyber War***
"Leading Issues in Cyber Warfare & Security Research, Volume 2," ACPI Ltd, Oct 2015.
- ***Phreak the Speak – The Flawed Communications within Cyber Intelligentsia***
"Cyberspace and International Relations," Springer Publishing, Aug 2013.
- ***Fighting Terror and Spreading Democracy: When Theory and Practice Collide***
"Global Community and Global Security," Studies in Jurisprudence Series, Rodopi, Amsterdam/New York, Nov 2008.

PEER-REVIEWED ARTICLES

- *Cyber Colonization: The Dangerous Fusion of AI and Authoritarian Regimes*
Cyber, Intelligence, and Security, Vol. 4, Issue 1, March 2020.
- *Power Populism: The Battle between Trump, Putin, and the Liberal Elite*
Russia in Global Affairs, Vol. 18, No. 1, January – March 2020.
- *The Petticoat Promise: The CIA in the #MeToo Era*
International Journal of Intelligence and Counterintelligence, Vol. 33, No. 2, 2020.
- *Global Hegemony vs. Regional Hegemony: How the US Strategically Influences Power*
Comparative Politics (Сравнительная Политика), Vol. 11, No. 1, 2020.
- *Diffusion and Policy Transfer in Armed UAV Proliferation: the Cases of Italy and Germany*
Policy Studies, (with Stephen Ceccoli), Vol. 40, Issue 2, 2019.
- *Jihadi Johns: Virtual Democracy and Countering Violent Extremism Propaganda*
Cyber, Intelligence, and Security, Vol. 2, No. 3, 2018
- *Fragile Friendships: Partnerships between the Academy and Intelligence*
International Journal of Intelligence and Counterintelligence, Vol. 31, Issue 1, Spring 2018
- *The Millennials' War: Dilemmas of Network Dependency in Today's Military*
Defense & Security Analysis, Vol. 33, Issue 2, 2017
- *THAAD, MAD, BAD, Parts I-IV: The Battle of Competing Narratives in the South China Sea*
Journal of Rising Powers, Vol. 1, Issue 1, Spring 2017
- *An Intelligence Civil War: HUMINT vs. TECHINT*
Cyber, Intelligence, and Security, Vol. 1, Issue 1, Spring 2017 (with Frank Valli)
- *Indian, Chinese, and Russian Intelligence Communities: Bringing Cultures and Conditions into Comparative Perspective*
International Journal of Intelligence and Counterintelligence, Vol. 29, Issue 1, Spring 2016
- *World War Z: Why Russia Fights DAESH Zealots*
E-IR, Commissioned article, December 1, 2015
- *Terra Incognita: Mapping American Intelligence Education Curriculum*
Journal of Strategic Security, Vol. 8, No. 3, Special Issue Fall 2015: Intelligence – Analysis, Tradecraft, Training, Education, and Practical Application (with Stephen Coulthart)

- *Cultures, Conditions, and Cognitive Closure: Breaking Intelligence Studies' Dependence on Security Studies*
Journal of Strategic Security, Vol. 8, No. 3, Special Issue Fall 2015: Intelligence – Analysis, Tradecraft, Training, Education, and Practical Application
- *Diplomatic Counterterrorist Deterrence: Moving Beyond Military Means*
Air and Space Power Journal, [English and Spanish editions] (with Megan Munoz) Special Issue: Deterrence, US Air Force, Volume 29, Issue 4, July-August 2015
- *NEMESIS: Keeping Russia an Enemy through Cold War Pathologies*,
Сравнительная Политика (Comparative Politics), МГИМО (Moscow State Institute for International Relations), Moscow, Russian Federation, Vol. 6 No. 3(20), 2015
- *Soft Spying: Leveraging Globalization as Proxy Military Rivalry*
International Journal of Intelligence and Counterintelligence, Vol. 28, No. 1, 2015.
- *Pandora's Presumption: Drones and the Problematic Ethics of Techno-War*
Journal of Strategic Security, Vol.7, No. 4, Winter 2014.
- *Cold War and Ayatollah Residues: Syria as a Chessboard for Russia, Iran, and the United States*
Strategic Studies Quarterly, Vol. 8, Issue 4, Winter 2014.
- *Occam's Follies: Real and Imagined Biases Facing Intelligence Studies*
Journal of Strategic Security, Vol. 6, No. 3, Fall 2013.
- *The Pluto of IOs: Micro-agendas, IO Theory, and the Dismissing of the SCO*
Comparative Strategy, Vol. 32, Issue 3, August 2013.
- *Duqu's Dilemma: The Ambiguity Assertion and the Futility of Sanitized Cyber War*
Journal of Military and Strategic Affairs, Vol. 5, Issue 1, May 2013.
- *Virtual Patriots and a New American Cyber Strategy: Breaking the Zero-sum Game*
Strategic Studies Quarterly, Vol. 6, No. 4, Winter 2012.
- *Defeat the Tweet? Social Media, Grassroots Dissent, and Authoritarian Co-optation*
Journal of Conflict Transformation and Security, Vol. II, No. II, October 2012.
- *Hard Power in a Soft Package: The 'True' Conservatism of Obama Leadership in Foreign Policy*
Journal of Global Analysis, Vol. 3, No. 1, January 2012.
- *El Mundo se ha Vuelto "Ciberloco": Cómo el "Debilitamiento Mutuamente Asegurado" es la mayor Esperanza para la Disuasión Cibernética*
Air & Space Power journal, Vol. 24, No. 3, 2012.

- *Problems of Perspective: The IC and Academia*
Homeland Security Today, December 2011.
- *World Gone Cyber M.A.D: How Mutually Assured Debilitation is the Best Hope for Cyber-deterrence*
Strategic Studies Quarterly, Vol. 5, No. 1, Spring 2011.
- *Neoconservative Democratization in Theory and Practice: Contradictions in Intl Security*
International Politics, Vol. 46, No. 2-3, Mar 2009.
- *Compromising Coalitions and Duplicitous Diplomacy: US Support for Tajikistan after 9/11 and Consequences to Security*
Central Asian Survey, Vol. 27, No. 2, Jun 2008.
- *Building New Bin Ladens: The US Illusion of Spreading Democracy and Fighting Terrorism*
Democracy and Security, Vol. 3, No. 3, 2007.
- *The Hizb ut-Tahrir in Central Asia: How America Misreads Islamist Threats*
Middle East Review of International Affairs, Vol. 11, No. 3, Sep 2007.
- *Gaining Advantage: Comparing the Founding Legal Documents of Russian Federalism*
Sudebnik: Law Review of the Vinogradoff Institute, UCL, Vol 8, Issue 3, Fall 2004.
- *Towards A Brief History of Autonomy: Bilateral Treaties Within the Russian Federation*
Sudebnik: Law Review of the Vinogradoff Institute, UCL, Vol 8, Issue 1, Spring 2004.

EDITOR-IN-CHIEF PROJECTS

THE BRIDGE: Exploring the Belt & Road Initiative (Senior Editor)

No. 3, The Indo-Pacific Question

No. 2, China, Pakistan, and Gwadar: The Next Dubai?

No. 1, How the Belt & Road Initiative Will Impact the Eurasian Region

THE CASPIAN PROJECT (Founder and Editor-in-Chief)

- No. 25, The Greater Caspian Project – Tradecraft and Trade Wars
- No. 24, The Greater Caspian Project – The Beast of Russian Power
- No. 23, The Greater Caspian Project – Analyzing the Pendulum of Crisis and Opportunity
- No. 22, The Greater Caspian Project – Militant Diplomacy
- No. 21, The Greater Caspian Project – Dark Diplomacy
- No. 20, The Greater Caspian Project – Geostrategy Run Amok
- No. 19, The Greater Caspian Project – Secrets and Lies: The International Affairs Issue
- No. 18, The Greater Caspian Project – The Global Games Issue
- No. 17, Fears of a New Dawn: The Trust Issue

- No. 16, Hard, Soft, Smart: The Power Issue
- No. 15, Games with Guns and Guile: The Geostrategy Issue
- No. 14, Wanting Peace, Preparing for War: The Military Issue
- No. 13, Bandits and Badlands: The Crime and Deviance Issue
- No. 12, The International Political Economy Issue
- No. 11, Covert Affairs and Human Rights
- No. 10, The Persian Gambit: Hopes and Fears of an Integrating Iran
- No. 9, The Russian Debate
- No. 8, Enemy of My Enemy: Keeping Iran Cornered through Saudi-Israeli Strategy
- No. 7, Iran's Competing Futures: Global Economic Participant or Religious Hegemon?
- No. 6, The Versed Lady of Azerbaijan
- No. 5, Can Kazakhstan Prove Huntington Wrong?
- No. 4, Unbiased Media, Biased Agendas: How to Make a Russian Demon
- No. 3, Azerbaijan: Model of Civility in the Caspian Region
- No. 2, Hammer and Nail: Spinning War from Peace in Iran's Nuke Deal
- No. 1, Astana: A City Analysis and Future Development

Teaching Experience

Doctoral Level:

- Seminar in Big Data and Social Media Analysis. INTL 780
- Seminar in Cyber Policy and Conflict. SSGS 750
- Seminar in Intelligence Cooperation and Sharing. INTL 740
- Seminar in Comparative Intelligence Systems. INTL 711
- Seminar in Intelligence Integration. INTL 710
- Seminar in Nationalism and Culture in the Global Environment. DOCT 712
- Seminar in Emerging Global Security Issues. GLBS 712
- Seminar in Strategic Leadership. DOCT 715
- Seminar in Qualitative Methods. DOCT 700
- Seminar in Intelligence and Policymaking. INTL 740
- Seminar in National Security Decision Making. INTL 742
- Seminar in Technology and Intelligence. INTL 743
- Seminar in Transnational Crime and Corruption. GLBS 743
- Seminar in International Economic Security. GLBS 740

Masters Level:

- Democracy, Gender, and Reform across the Middle East. PS 690. Created
- Democracy, Political Economy, and Human Rights across Asia. PS 660. Created
- Democracy, Ethnicity, and Development in Africa. PS 650. Created
- Cyber Warfare and Deterrence. PS 639. Created
- Deterring the Enemy: Case Studies in Strategic Deterrence. PS 636. Created
- Strategic Deterrence: Past, Present, and Future. PS 633. Created
- Analyzing Anti-Americanism. PS 625. Created

- Transnational Crime and Corruption: The Dark Side of Globalization. PS 620. Created
- Political Islam and Terrorism: Understanding Martyrs and Messiahs. PS 615. Created
- Hard and Soft Power: Balancing Hawks and Doves. PS 610. Created
- Green Security: Eco-conflict and its Challenges. PS 605. Created
- Comparative Foreign Policy. PS 515. Created
- Post-Conflict Politics: Peacekeeping and Peacebuilding. PS 510. Created
- Comparative Intelligence Cultures. PS 505. Created
- National Security, Transnational Interests. PS 500. Created

Bachelors Level:

- Middle Eastern Intelligence Cultures and Security. PS 420. Created
- Latin American Intelligence Cultures and Security. PS 415. Created
- Power, Ideology, and Legitimacy. PS 413. Created
- Radical Religion and Political Extremism. PS 411. Created
- Rebellion, Insurgency, and War. PS 408. Created
- Eurasian Intelligence Cultures and Security. PS 407. Created
- Rogue Leaders and Outlaw States. PS 406. Created
- Freedom's Curse: Democratization and Development. PS 404. Created
- Guns, Sex, Drugs: Illicit Activity in Global Politics. PS 403. Created
- Intelligence Concepts in Science and Security. PS 320. Created
- Essentials in Strategic Thought. PS 318. Created
- Introductory Geostrategy. PS 317. Created
- Ethical Controversies in Security and Intelligence. PS 210. Created
- Foundations in Intelligence and Counterintelligence. PS 209. Created
- Introduction to National Security. PS 208. Created

General Political Science, International Relations, and Comparative Politics Courses:

- Comparative Politics. PS 309
- National Security Policy. PS 333
- Global Issues: Crime and Corruption in IR. PS 429/629. Created.
- Armies of God: The Politics of Radical Religion. PS 489/689. Created.
- Dictating Democracy: Can Forcing Freedom Work?. PS 489. Created.
- Anti-Americanism. PS 489. Created.
- African Politics. PS 466. Created.
- Eurasian Politics. PS 473. Created
- Introduction to Comparative Politics. PS 104
- Introduction to International Relations. PS 102
- Modern Political Thought and Classical Political Thought. PS 452/PS 451
- Politics of the Middle East. PS 476
- Russian Politics. PS 471/671
- Ethnic Violence. PS 50; PS 489

Honors and Awards

- 2021: Invited speaker – Government of Western Greece, Hydrocarbon Hybrid War
- 2020: Keynote – One Threat One Alliance War on Terrorism, Intl Webinar, India
- 2020: Keynote – Post-Covid World Response, American Chamber of Commerce in Russia
- 2019: Keynote invited speaker, National Security Homeland Association
- 2018: Special keynote speech invitation, American Chamber of Commerce in Russia
- 2017: Special speech invitation, US STRATCOM, on Russian national security perspectives
- 2017: *Virtual Patriots*, selected for inclusion in 10th anniversary commemorative issue of SSQ
- 2016: Special seminar invitation, 97th Intelligence Squadron
- 2016: *The Grand Cyber Spy Game*, #1 article for all of 2016, Modern Diplomacy
- 2015: Outstanding All-Faculty Research Award, Bellevue University
- 2015: Invited Speech – U.S. Department of State, Bureau of Intelligence and Research
- 2014: Invited Speech – Oxford University Education Research Symposium
- 2014: Invited Speech – Defense Intelligence Agency Senior Advisory Board, IC CAE
- 2014: National Chapter – Order of the Sword & Shield National Security Honor Society, ISIS
- 2014: Member, Scientific Advisory Board, *Secretum: Intelligence and Security*, Poland
- 2013: Outstanding Instructor Award: International Association for Intelligence Education
- 2013: 97th Intelligence Squadron Commander's Coin for Integrity, Service, and Excellence
- 2012-2014: Invited Participant, European Regional Science Association Congress, Russia
- 2012: Approved, Institutional Membership in IAFIE, ISIS
- 2012-2014: International Security Studies Section Best Graduate Student Paper Comm., ISA
- 2007: 'Highly Recommended', *Fostering Fundamentalism*, CHOICE
- 2005-2006: Political Science Distinguished Professor Award, Pi Sigma Alpha, *Clemson U*
- 2006: Invited by Tel Aviv U to the 1st Global Workshop on the Israeli-Palestinian Conflict
- 2006: Oxford Round Table, Global Security Division, *Harris Manchester College, Oxford U*
- 2006: Artinian Award, Southern Political Science Association
- 2005: Grant, Undergraduate Research, Discovery, and Creative Activity Initiative, *Clemson U*
- 2003: Donner Canadian Foundation Post-Doctoral Fellowship, *U of Toronto*
- 2002: Belfer Family Graduate Fellowship in Public Policy, *Brown U*
- 2001-2002: Hon. W. Randolph Burgess Fellowship in International Affairs, *Brown U*
- 1999: Dissertation Travel Award, *Watson Institute for International Studies, Brown U*
- 1993: Pasternak Prize for excellence in Russian Studies, *Colgate U*
- 1991-1992: National Exchange, American Collegiate Consortium, *Middlebury College*

Conferences and Public Speaking Presentations

~ *Cyber Colonization: The Dangerous Fusion between AI and Authoritarian Regimes*
International Studies Association – South conference, Memphis, TN, Oct 2019

~ *Power Populism: The Battle between Trump, Putin, and the Liberal Elite*
American Political Science Association annual conference, Washington DC, Sep 2019

- ~ *Stupider Intelligence: The IC in a Post-Truth World*
International Studies Association global conference, Toronto, CA, Mar 2019
- ~ *The Petticoat Promise: Intelligence in the #MeToo Era*
International Studies Association global conference, Toronto, CA, Mar 2019
- ~ *Virtual Democracy and Jihadi Johns: Cognitive Disconnects and CVE Propaganda*
The Internet, Policy & Politics Conference, Oxford Internet Institute, Oxford U, UK Sep 2018
- ~ *Потерянное Поколение “X”: Проблемы в Современной Американской Русологии*
Association for Russian Political Scientists National Conference, Moscow, Russia, Sep 2018
- ~ *Politicizing Intelligence: Undermining American National Security in the 21st Century*
American Political Science Association global conference, Boston, MA, Sep 2018
- ~ *Global Hegemony vs. Regional Hegemony: How the US Strategically Influences Power*
International Studies Association global conference, San Francisco, CA, Mar 2018
- ~ *Putin-Mongering: Poking the Bear for a New Cold War*
International Studies Association global conference, San Francisco, CA, Mar 2018
- ~ *21st Century Weapons, 20th Century Strategy: Analyzing the Russian Military Today*
Advanced Operations Law Conference, US STRATCOM, Omaha, NE, Sep 2017
- ~ *The Lost Generation: What Happened to Generation X Russian Experts?*
26th Annual Russian-American Seminar, St. Petersburg St. University, Russia, May 2017
- ~ *Red Herring: How the U.S. is Getting Russia Wrong*
Omaha World Affairs Council, Omaha, NE, May 2017
- ~ *Dollars over Deities? India's Strategic Engagement with the Middle East*
Woodrow Wilson International Center for Scholars, Washington DC, Sep 2016
- ~ *The Vagina Diatribes: Gender Oppression, Radical Islam, and Failed American Countermeasures*
International Studies Association global conference, Atlanta, GA, Mar 2016
- ~ *Fragile Friendships: Partnerships between the Academy and Intelligence*
International Studies Association global conference, Atlanta, GA, Mar 2016
- ~ *The Inverted Classroom: Bringing F2F Elements into the Online Classroom*
American Political Science Assoc. Teaching + Learning Conference, Portland, OR, Feb 2016
- ~ *The Caspian Project: Turning Analytical Thinking into Published Student Scholarship*
American Political Science Assoc. Teaching + Learning Conference, Portland, OR, Feb 2016

- ~ *Nemesis: Cold War Pathologies and Keeping Russia an Enemy*
International Studies Association global conference, New Orleans, LA, Feb 2015.
- ~ *Failure to Launch: Analyzing the Emergence of post-9/11 Intelligence Degree Programs*
International Studies Association global conference, New Orleans, LA, Feb 2015.
- ~ *The Drone Tipping Point: International Relations under Global Drone Competition*
International Studies Association global conference, New Orleans, LA, Feb 2015.
- ~ *Kicking and Screaming: Transforming the 'Sage on the Stage' Virtually*
Oxford Education Research Symposium, Oxford, England, UK, Dec 2014.
- ~ *Intelligence Cultures vs. Conditions: Examining Non-Western Approaches to Intelligence Prioritization*
ISAC-International Security Studies conference. Austin, TX, Nov 2014.
- ~ *Soft Spying: Leveraging Globalization as Proxy Military Rivalry*
International Studies Association global conference. Toronto, CAN. Mar 2014.
- ~ *Taco Bell Ethics: Drones, Rules of Engagement, and the Strange Ethics of Techno-war*
International Studies Association global conference. Toronto, CAN. Mar 2014.
- ~ *From Green Security to ECOINT: Environmental Conflict and 21st Century Intelligence*
ISAC-International Security Studies conference. Washington, DC, Oct 2013.
- ~ *Occam's Follies: Real and Imagined Biases Hindering Intelligence Studies*
ISAC-International Security Studies conference. Washington, DC, Oct 2013.
- ~ *Cold War and Ayatollah Residues: How 'Anti-Americanism' Does Not Explain Russian and Iranian Positions in Syria*
Association for the Study of Nationalities global conference, New York, NY, Apr 2013.
- ~ *Dragons and Tigers and Bears, Oh My: Chinese, Indian, and Russian Intelligence Constructs in Comparative Perspective*
International Studies Association global conference. San Francisco, CA, Apr 2013.
- ~ *The Pluto of IOs: Micro-agendas, IO Theory, and Dismissing the Shanghai Cooperation Organization*
ISAC-International Security Studies Section conference. Chapel Hill, NC, Oct 2012.
- ~ *Spies Don't Tweet: Why Social Media is an Exclusively Grassroots Tool*
International Studies Association global conference. San Diego, CA, Apr 2012.
- ~ *Virtual Patriots: Jus ad Cyber Bellum and the Need for New Ethics in Cyber Deterrence*
International Studies Association global conference. San Diego, CA, Apr 2012.

~ *Problems in Theories of Cyber Dominance: Focus on the Middle East*

Special invitee of the Kay Fellow, Washington Institute. Washington DC, Oct 2011.

~ *Developing Relevant Curriculum and Training Professionals for the National Security Arena*

Feature panelist, Office of the Director of National Intelligence, Senior-Executive Advisory Board. Washington DC, Apr 2011.

~ *Hard Power in a Soft Package: Obama-talk and Bush-walk on the Global Stage*

International Studies Association global conference. Montreal, CAN, Mar 2011.

~ *World Gone Cyber M.A.D: How 'Mutually Assured Debilitation' is the Best Hope for Cyber Deterrence*

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~ *Betting on Bismarck: Violent Liberalism and the Flaw of Neoconservative Democratization*

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“US-UK Antagonism of Russia Threatens to Pull NATO Apart at the Seams”

January 28, 2022, Sputnik News (interview with Dana Votke)

“Russia-NATO Talks: How the Cold War Era Hubris of the Bloc Limits Pan-European Security”

January 14, 2022, Sputnik News (interview with Dana Votke)

NATO’s Projectile Dysfunction: Deterring Russia and Ukrainian Bluffs

December 17, 2021, Russia in Global Affairs

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October 11, 2021, Modern Diplomacy

Biden, China, and Competing Pivots: Who Controls the Future?

December 17, 2020, Modern Diplomacy

Exit the Clowns: Post-Trump America

December 2, 2020, Modern Diplomacy – Americas

The Danger of NATO Platitudes: What a Biden Presidency Means

November 16, 2020, Modern Diplomacy

“Assessing the strategic importance of the Central Asian region in the interactions of great powers”

September 14, 2020, Institute for East Strategic Studies, Iran (interview in English and Farsi)

US Democracy is Damned by its Own Hands if Russia can Undermine it via Facebook

March 5, 2020, Balkan Post

Celebrating Fake Peace: The Reality of the Taliban Truce

February 29, 2020, Modern Diplomacy – South Asia

Russian Head Games: American Citizens, American Puppets

February 27, 2020, Modern Diplomacy - Intelligence

The Tangled US-Taliban-Afghan Web: Truce by Trial and Error

February 24, 2020, Asia Times

The Suicide of Critical Thinking

February 14, 2020, Modern Diplomacy - Education

Digital Privacy vs. Cybersecurity: The Confusing Complexity of Information Security in 2020

December 4, 2019, Modern Diplomacy - Intelligence

Intellectual Doomsday Clock: 30 Seconds to Midnight?

November 19, 2019, Modern Diplomacy – The Americas

A Much Prettier Prom Queen: Putin Outwits Trump in the Middle East. Again.

October 28, 2019, Modern Diplomacy - Russia

Foreign Policy of the Absurd: The Strange Case of Abkhazia 2019

September 19, 2019, Modern Diplomacy – Eastern Europe

Leaders of Russia: The Hidden Russian Program that Should not be Hidden

March 15, 2019, Modern Diplomacy - Russia

The Misadventures of a British Journalist Wearing a MAGA hat in NYC Subway

February 12, 2019, Interview with Vesti, national Russian newscast

Russian Arrest of Former Marine Stokes Speculation it was Retaliation for Maria Butina Case

January 3, 2019, Interview with CNS News

Russia Calling the Shots: Extrapolating from the Kerch Strait

December 3, 2018, Modern Diplomacy - Russia

EU Members Debate Effectiveness of Further Sanctions Amid Russia-Ukraine Tensions

November 28, 2018, Interview with CNS News

The Unintended Consequences of Fake News

November 7, 2018, Limes – Italian Review of Geopolitics

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Changing of the Guard? Diversifying Cyber Power in a Complex World

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How Disinformation Works: The Implosion of American Civil Society

July 30, 2018, Modern Diplomacy – The Americas

The ‘Reverse Nixon’ and New Nero: Where to Focus after the Trump-Putin Summit

July 20, 2018, Modern Diplomacy – The Americas

For Better or Worse, No one is More Close than America and Russia (in Russian)

July 13, 2018, Interview with Аргументы и Факты (Moscow, Russia)

A Look at Lone Wolf Terrorism in the 2020s

June 27, 2018, Interview with InHomelandSecurity.com

The Secret Gender Plague: How the World’s Men Hate Women

June 18, 2018, Modern Diplomacy – Social Compact

Putin and Kim vs. American Media: Controlling Reality Rather than the Narrative

June 5, 2018, Modern Diplomacy – The Americas

A Mohammedan Game of Thrones: Iran, Saudi Arabia, and the Fight for Regional Hegemony

April 24, 2018, Modern Diplomacy – Middle East

NO WWII: The Odd Logic of the New Fake Cold War

April 14, 2018, Modern Diplomacy - Russia

The Deep State Misdiagnosed: How the US Strategically Influences Global Power

April 10, 2018, Modern Diplomacy – The Americas

Jihad Selfie: The Evolving Strategy of Homegrown Radical Recruitment

March 14, 2018, Homeland Security Today

Shiaphobia: Examining the Shia/Sunni Divide Across the Greater Middle East

February 22, 2018, Interview with Shianews.org

Is the Shadow of Steve Bannon Damaging US National Security?

October 13, 2017, In Homeland Security

Independent Kurdistan: The Wretched and the Damned

October 2017, Modern Diplomacy – Middle East

The Real Estate Cold War: Russia and America Fighting over “Parity”

September 2017, Modern Diplomacy – Special Iconoclast Column

A Weaponized Cyber Commons: Coding Anarchy or Peace into the Matrix?

August 2017, Modern Diplomacy - Cyber

Recipe for a Coup: Pulling a Reverse Machiavelli,
August 2017, Modern Diplomacy – Special Iconoclast Column

Politicized Intelligence / Wounded Democracy
July 2017, Modern Diplomacy - Intelligence

The Death of Civil Discourse
July 2017, Modern Diplomacy – Special Iconoclast Column

The Vagina Diatribes, Part II: Why Gender Extremism Persists
June 2017, Modern Diplomacy – Special Iconoclast Column

The Two-Tier System of Emirati Intelligence: Innovating Weakness into Ruthless Strength
April 2017, The Research Institute for European and American Studies (Athens, Greece)

Dancing for the Cameras while Europe and Syria Burn
April 2017, Rethinking Russia – International Analytical Center (in English and Russian)

The Lost Generation (Потерянное Поколение X: Почему Америка не Работает с Россией)
April 2017, Grazhdanskie Sily.com – Special Interview

The Vagina Diatribes, Part I: Why Violent Gender Extremism Persists
March 2017, Modern Diplomacy – Special Iconoclast Column

Hells on Earth: A Hobbesian Ranking of Peace, Democracy, Health, and Freedom around the World
March 2017, Modern Diplomacy – Special Iconoclast Column

The Gambia: African Intelligence Run Amok and Prospects for Future Reform
February 2017, Intelnews.org

The Bully Brothers: How the World should be Happy about a Fake Cold War
February 2017, Modern Diplomacy – Special Iconoclast Column

Strategy Silos and Counterterrorist ‘Smart’ Power: Fusing Hard Militaries and Soft Culture
February 2017, Modern Diplomacy – Asia

‘Alternative Facts’ and Forced Migration: America, Muslim Countries, and the Refugee Crisis
January 2017, Modern Diplomacy – Special Iconoclast Column

The Davos Gauntlet: Xi vs. Trump over the Future of the World
January 2017, Modern Diplomacy – Special Iconoclast Column

No Victory for Putin: The Trump Dossier Scandal
January 2017, Modern Diplomacy – Special Iconoclast Column
Abu Dhabi: Boldly Building a National Security Scholarly Complex
January 2017, Modern Diplomacy – Middle East

The MacGuffin Presidency
January 2017, Modern Diplomacy – Special Iconoclast Column

Aleppo: A Global Village of Idiots

December 2016, Modern Diplomacy – Special Iconoclast Column

Manufactured Bogeyman: Trump, Mainstream Media, and Russian Hacking

December 2016, Modern Diplomacy – Special Iconoclast Column

THAAD MAD BAD, Pt IV – Great Power Geostrategic Play in the South China Sea

December 2016, Modern Diplomacy - Asia

THAAD MAD BAD, Pt III – The True Nature of South China Sea Triangulation

November 2016, Modern Diplomacy – Asia

Neo-populism as Roots for Political Support: Vyacheslav Volodin to Head the CSTO PA

November 2016, Rethinking Russia – International Analytical Center (in English and Russian)

A Persian Gulf Meat Grinder: The Unfortunate Plight of Yemen

November 2016, MuslimPress.com

THAAD Mad Bad, Part II: Decompiling the South China Sea

November 2016, Modern Diplomacy - Asia

President Trump 2016: The Day the Earth Stood Still

November 2016, Rethinking Russia – International Analytical Center (in English and Russian)

THAAD Mad Bad, Part I: US-China Rivalry in the South China Sea

November 2016, Modern Diplomacy – Asia

American Non-Security Foreign Aid: The Swamp of Misguided Good Intentions

October 2016, Modern Diplomacy – Foreign Policy

Walk the Line – Russia as Chair of the United Nations Security Council

October 2016, Rethinking Russia – International Analytical Center (in English and Russian)

The Deadly and Disappointing Status Quo in Russian-American Relations

August 2016, Rethinking Russia – International Analytical Center (in English and Russian)

The Ass and the Elephant: Russia, the American Presidency, and None of the Above

July 2016, Rethinking Russia – International Analytical Center (in English and Russian)

More Geopolitics, Less Xenophobia Please: How the West gets Russian Migration Policy Wrong

May 2016, Rethinking Russia – International Analytical Center (in English and Russian)

Progressive Positivity: SCO Security Agendas and Transnational Policing

April 2016, Modern Diplomacy – Central Asia

SPYMKR-PCMKR: The Possible Future of American-Iranian-Saudi Triangulation

April 2016, Modern Diplomacy – Foreign Policy

The Yemen Crisis Geostrategically: Interview with Dr. Matthew Crosston

April 2016, Alwaght News and Javanonline.ir (in English and Farsi)

The Maturation of the Shanghai Cooperation Organization: An Emerging IO of Significance

March 2016, Modern Diplomacy – Central Asia

The Tyranny of the 1%: The Illusion of Overcoming Terror

March 2016, Modern Diplomacy - Terrorism

The Blame Game: Finding Fault in Greater Caspian Human Rights

February 2016, Modern Diplomacy – Eastern Europe

Not Really Attaturk vs. Lenin: 10 Questions for the Future of Russia-Turkey Relations

December 2015, Modern Diplomacy – Foreign Policy

Putin: Cleaning Up an American Mess

December 2015, Modern Diplomacy - Russia

The March of Huntington's Martyrs: What the REAL Clash of Civilizations Is

November 2015, Modern Diplomacy – Terrorism

An Entanglement of Enemies: What Russia's Presence in Syria Really Means

November 2015, Modern Diplomacy - Russia

Academic Scholarship and Intelligence Vetting: Censorship or Saving Grace?

October 2015, Modern Diplomacy - Russia

Global Firepower in the Caspian: A Comparative Analysis

September 2015, Modern Diplomacy - Military

Dethroning the Dollar Dictatorship: Russian Financial Fantasies and Misplaced Geopolitics

September 2015, Modern Diplomacy - Economics

Hic Dracones: Corruption across the Caspian

September 2015, Modern Diplomacy – Eastern Europe

China and Russia: Cyber Cousins but not Cyber Brothers

August 2015, Modern Diplomacy – Intelligence Section

The Irony of Revolution: JCPOA as Youth Coercion Tool in Iran

August 2015, Modern Diplomacy – Middle East section

Enemy of my Enemy: Keeping Iran Cornered through Saudi-Israeli Strategy

July 2015, Modern Diplomacy – Middle East section

Silk Road Superhighway: Kazakh Transportation as Geopolitics

June 2015, Modern Diplomacy – Central Asia section; New Eastern Outlook

Cult of Personality Creep: Turkmenistan's Slide Back into Fantasyland

June 2015, Modern Diplomacy – Central Asia section; New Eastern Outlook

Hammer and Nail: Spinning War from Peace with Iran's Nuke Deal

June 2015, Modern Diplomacy – Middle East section; New Eastern Outlook

The Reluctant Dragon – Chinese Intelligence and Global Priorities

May 2015, Modern Diplomacy – Intelligence section

The False Diplomacy of Torture

May 2015, Modern Diplomacy – Intelligence section

US-Russia Redux

May 2015, Modern Diplomacy – Diplomacy section

Jihadi Janes and Johns: The Seduction of the Islamic State for ‘Westerners’

May 2015, Modern Diplomacy – Terrorism section

The Price of Paris: Oppression and Intolerance in the Free World

May 2015, Modern Diplomacy – New Social Compact section

EU vs. Google: When Goliath Pretends to be David

May 2015, Modern Diplomacy – Economics section

America’s Lost Generation: Russian ‘Expertise’ within Generation X

April 2015, Modern Diplomacy – Russia and the FSU Section

NATO and the Russians: Can NATO be Diplomatically Relevant?

April 2015, Modern Diplomacy – War, Peace, and the Geopolitics of a Multipolar World Section

The Dilemma of Homeland Defense: The Island of Misfits and Toys

Summer 2015, Primoris Factum: Newsletter of the Order of the Sword and Shield

American Jihadi: Why Westerners Fight with the Islamic State

April 2015, New Eastern Outlook and Russian International Affairs Council

A Cocktail Umbrella in a Cyber Typhoon: Obama’s New ‘Cyber’ Executive Order

April 2015, Russian International Affairs Council – Technology Analysis Section

The American UAV Apartheid

April 2015, New Eastern Outlook and Russian International Affairs Council

Ethics, Law, and the Changing Drone Landscape

March 2015, New Eastern Outlook

America’s National Security Schizophrenia: Damning Russia with ‘Partnership’

February 2015, New Eastern Outlook and Russian International Affairs Council

Cold War Triumphalism and Chicken-and-Egg Dilemmas

February 2015, New Eastern Outlook and Russian International Affairs Council

Keeping Russia the Enemy: Congressional Attitudes and Biased Expertise

February 2015, New Eastern Outlook and Russian International Affairs Council

U.S.-Russia Relations: The Problem of Intellectual Insincerity

February 2015, New Eastern Outlook and Russian International Affairs Council

The Saudi Bait-and-Switch: Incurring Short-term Pain for Long-term Gain
January 2015, New Eastern Outlook and Russian International Affairs Council

Old American Punishment, New Russian Strength: The Unintended Consequences
December 2014, New Eastern Outlook and Russian International Affairs Council

Twisting in Our Own Tortured Noose: American Verbal Duplicity and Torture
December 2014, New Eastern Outlook and Russian International Affairs Council

Prisoners of Preconception: The Problems of Bias in American Intelligence
December 2014, New Eastern Outlook and Russian International Affairs Council

Bears and Byzantium: How America Misreads Russian Strategic Thinking
November 2014, New Eastern Outlook and Russian International Affairs Council

The American Failure with ‘Grand Strategic Cultures’
November 2014, New Eastern Outlook and Russian International Affairs Council

Soft Spying and Economic Espionage
October 2014, New Eastern Outlook and Russian International Affairs Council

Targeted Killings are Coming Back to the US
September 2014, New Eastern Outlook and Russian International Affairs Council

NATO: A Great and Mighty Wind, Signifying Nothing
September, 2014, New Eastern Outlook and Russian International Affairs Council

Obama v. Putin: A Tale of A Posturing President
August 2014, New Eastern Outlook and Russian International Affairs Council

Cold War Think Tanks: Back in Business
August 2014, New Eastern Outlook and Russian International Affairs Council

Ukraine’s Yatsenyuk: This Little Piggy Won’t be Missed
July 2014, New Eastern Outlook

Yemen: A Handful of Special Interests
July 2014, New Eastern Outlook and Russian International Affairs Council

Saving Lives or Saving Face? Sanctions, Russia, and the West
July 2014, New Eastern Outlook and Russian International Affairs Council

Iraq: The Strange Partners of Foreign Affairs
June 2014, New Eastern Outlook; Russian International Affairs Council

The Fast and The Furious in Gas Geopolitics
June 2014, New Eastern Outlook; Russian International Affairs Council; Veterans Today

To Live and Die in Donetsk
June 2014, New Eastern Outlook and Russian International Affairs Council

The Intelligence Community and American Academia

June 2014, Veterans Today

Washington's Perceptions of Cyber Threats

June 2014, New Eastern Outlook and Russian International Affairs Council

It's a MAD MAD MAD Cyber World

May 2014, New Eastern Outlook and Russian International Affairs Council

Spies Don't Tweet: Why Social Media is Only a Grassroots Tool

May 2014, New Eastern Outlook and Russian International Affairs Council

Putin-Mongering

May 2014, New Eastern Outlook and Russian International Affairs Council

The Unintended Consequence of Maidan

May 2014, New Eastern Outlook and Russian International Affairs Council

Reluctant Dragon: The Chinese Intelligence Condition

May 2014, New Eastern Outlook and Russian International Affairs Council

When is an IO not an IO? The Strange Case of the Shanghai Cooperation Organization

May 2014, New Eastern Outlook and Russian International Affairs Council

The Folly of Sanitized Cyber War

April 2014, New Eastern Outlook and Russian International Affairs Council

Syria, Russia, and the US: Cold War Residue Redux

April 2014, New Eastern Outlook and Russian International Affairs Council

Eco-conflicts and 'Green Spies'

April 2014, New Eastern Outlook and Russian International Affairs Council

The Drone Tipping Point

April 2014, New Eastern Outlook and Russian International Affairs Council

Putin and the West: To Dance or Not to Dance?

April 2014, New Eastern Outlook and Russian International Affairs Council

Beware the Sheep with Fangs

March 2014, New Eastern Outlook and Russian International Affairs Council

Что Делать, или, Куда Дальше? Crimea – What Comes Next?

March 2014, New Eastern Outlook and Russian International Affairs Council

How to Make a Russian Demon: Western Media 101

March 2014, Russian International Affairs Council

US and Russia: Bringing a Knife to a Foreign Policy Gunfight

March 2014, New Eastern Outlook and Russian International Affairs Council

The Dilemma of Duplicity: The Three Maestros of the Crimea

March 2014, New Eastern Outlook

The US and the Problem of Being a Geopolitical Prom Queen

March 2014, New Eastern Outlook

Viva la Revolusione! Now, Don't Mess it up like Everyone Else, Ukraine!

February 2014, Atlantic Community

APSU Fall 2021, Spring 2022, and Summer 2022 Special Course Fees & Misc. Fee

Fee	Amount
Applied Music Fee	\$150.00 half hour per week
Applied Music Fee	\$300.00 one hour or more per week
Art and Design Fee	\$30.00/credit hour
Aviation Science Flight Kit	\$300.00 one time only
Aviation Training Device Fee	\$70.00 simulation hour
Business Course Fee	\$40.00/credit hour
Communication Sciences & Disorders (CSDI) Fee	\$75.00/course
Computer Science & Information Technology/Engineering Technology Fee	\$5.00/credit hour
Culinary Arts Fee	\$60.00/credit hour
Education Course Fee	\$25.00/credit hour
Full Spectrum Learning Fee	\$3,500.00 semester
Graduate Counseling Fee	\$25.00/credit hour
Graduate Executive Educ Diff Fee	\$627.00/credit hour
Installment Payment Plan Service Charge	\$50.00
Installment Payment Plan Late Fee (\$75 max per term)	\$25.00
Late Registration Fee	\$50.00
Music Fee	\$15.00/credit hour
New Student Fee	\$75.00 one time only
Nursing Bookstore ATI Charge	\$612.50 semester
Nursing Differential Maintenance Fee (BSN)	\$40.00/credit hour
Nursing Differential Maintenance Fee (MSN)	\$100.00/credit hour
PASS Program Fee	\$120.00/course
PsyD Course Fee	\$30.00/credit hour
Return Check Service Charges	\$30.00
Rotor-Wing One Hour Ground Instruction	\$55.00
Rotor-Wing One Hour Flight Time & Instruction	
R22 Helicopter	\$395.00
R44 Helicopter	\$661.00
Science Consumable Fee	\$33.00 course
Scuba Fee	\$250.00/course
Speech Language Pathology	\$150.00 semester
Structured Learning Fee	\$75.00 course
Theatre & Dance Course Fee	\$25.00/credit hour
Online Web Fee (Undergraduate)	\$34.00/credit hour
Online Web Fee (Graduate)	\$55.00/credit hour

****Proposed****

APSU Non-Mandatory Proposed Fees

FY22-23

				New/Additional		
		Existing	Proposed	Revenue	Current Revenue	Total Revenue
		Fee	Fee	Proposed	Generated by Fee	Generated by Fee
Ready to Teach	E	25	40	80,000	220,000	300,000
College of Business	E	40	55	300,000	700,000	1,000,000
Aviation Flight Lab Fee	E	395/661	459/732	140,000	400,000	540,000
Psychological Science Advising/ Lab Fee	N	0	10	75,000	-	75,000
Master of Healthcare Administration	N	0	30	18,600	-	18,600
Master of Public Health	N	0	30	18,600	-	18,600
Student Success Fees:						
College of Behavioral Science Student Success Fee	N	0	5	320,000	-	320,000
College of Science, Technology, Engineering, Math	N	0	5	300,000	-	300,000
College of Arts and Letters	N	0	5	350,000	-	350,000

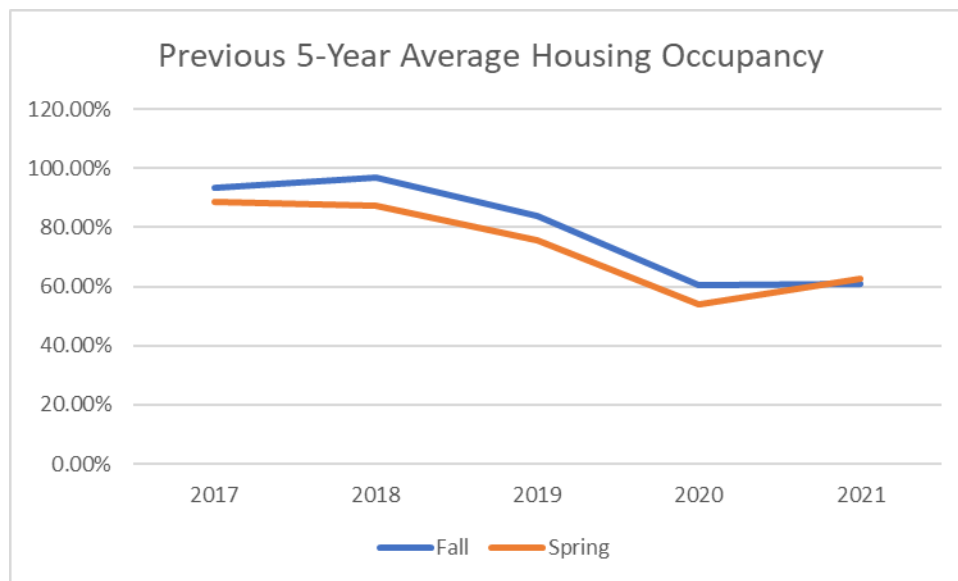
APSU Housing Rates for 2022-2023

Proposed Housing Rate Increases			
Residence Halls	Current 2021-2022	Proposed 2022-2023	Percentage Increase
Double Occupancy			
Sevier, Blount, Harvill	\$ 3,130	\$ 3,255	3.99%
Castle, GTN*, GTS**, Eriksson	\$ 3,705	\$ 3,850	3.91%
Single Occupancy			
Sevier, Blount, Harvill	\$ 3,915	\$ 4,070	3.96%
Castle, GTN, GTS, Eriksson	\$ 4,630	\$ 4,820	4.10%
Apartment Style			
Meacham, Two Rivers			
Double	\$ 3,130	\$ 3,300	5.43%
Single	\$ 3,915	\$ 4,125	5.36%
Hand Village	\$ 3,815	\$ 3,970	4.06%
Overall Average Housing Increase for 2022-2023: 4.38%			

*Governors Terrace North **Governors Terrace South

Previous 5-Year Comparison of Average Housing Increase				
2017 - 2018	2018-2019	2019-2020	2020-2021	2021-2022
3%	3%	4%	1%	1%

Previous 5-Year Average Housing Occupancy					
Year	2017 - 2018	2018-2019	2019-2020	2020-2021	2021-2022
Fall	93.6%	96.7%	83.8%	60.5%	60.8%
Spring	88.5%	87.5%	75.6%	54%	62.5%



APSU Housing Rates for 2022-2023

Off-campus apartment rates for Fall 2022

Location/Apartment Complex	Rent per month/amenities	Monthly cost	Annual cost
The Overlook 12-month lease	<i>No longer offering student housing.</i> \$1,299/month, 2 bedroom/2 bath	\$1,299	\$15,588
University Landing 12-month lease	\$550 for a 4-bedroom with private bedroom and shared living space. \$630 for 2-bedroom apartment. If you go over \$100 in utilities, you have to pay an overcharge. \$45 per month for parking.	\$595/4 bedroom \$675/2 bedroom	\$7,140 \$8,100
The Madison at 12 th (12 th St.)	\$825-1,000/month. Washer in apartment additional \$35/month. Trash is included, all utilities are student responsibility.	\$912/month	\$10,944
Main 608 12-month lease	\$955 for 1 bedroom. \$675 for shared 2 bedroom, \$15/month for parking. Laundry in-room. \$20/month water fee. Up to \$25/month for electricity, anything over is split between the roommates.	\$995/1 bedroom \$715/2 bedroom	\$11,940 \$8,580
APSU Housing 10-month lease	\$3,255-3,850 per semester. All inclusive: utilities, internet, laundry, trash, and furnishings.	\$651-770	\$6,510-7,700

Advantages to students living on campus:

1. Safe and secure environment. Resident Life staff are fully trained to handle any situation and emergency. We also have Public Safety staff and Counseling Center staff available 24/7.
2. Living and Learning Communities.
3. Students are close to classes, athletic events, social groups, academic support, and campus social life.
4. Enforcement of campus rules and regulations. We create a good environment to live and study.
5. No 12-month leases.
6. Ease of using financial aid, housing costs can be applied directly to student account.
7. Opportunities for education outside the classroom and peer leadership engagement.
8. More diverse housing options: singles/doubles/quads/full apartments.
9. All fees are included in the housing charge, including laundry facilities.
10. Close access to student recreational center and pool.
11. Living on campus can be less expensive.
12. Dedicated maintenance staff on site.
13. Housing is for students only.



Bylaws (Revisions Recommended 3/18/2022)

Board of Trustees of Austin Peay State University

Amended September 17, 2021

Article I. Governance

The Board of Trustees is vested by the laws of the State of Tennessee with control of the governance and management of Austin Peay State University, subject to certain powers and duties maintained by the Tennessee Higher Education Commission.

Article II. Purpose of Bylaws

The Board adopts these Bylaws in order to establish rules for the organization and conduct of its business, as required by Tennessee Code Annotated § 49-8-201. The Bylaws are intended to establish its governance structure and to define the duties, authority limits and operating procedures for the Board and its Trustees. As the University's governing authority, the Board's Bylaws and Policies shall take precedence over any other administrative policies, guidelines, and procedures of the University. Although the Board is empowered to govern and set policy for the University, the Board's focus is one of oversight and direction. The Board entrusts responsibility for the execution of Board policy and the administration of the University to the President and responsibility for the conduct of teaching and research to the University faculty through the President.

Article III. Board of Trustees

Section 1. Powers and Duties

The Board has been conferred by the laws of the State of Tennessee with the necessary powers and duty to accomplish the following:

- A. Determine the mission of the University and ensure that the mission is kept current and aligned with the goals of Tennessee's master plan for public higher education through regular periodic review every three years; furthermore, events such as, but not limited to, the appointment of a new president or a change in the highest or lowest degree level offered at the University may trigger an automatic Board review of the University mission;
- B. Select and employ the chief executive officer of the University and to confirm the appointment of administrative personnel, faculty teachers, and other employees of the University and their salaries and terms of office;

- C. Prescribe curricula and requirements for diplomas and degrees in cooperation with other state university boards in the interest of maintaining alignment across state higher education;
- D. Approve the operating budgets and set the fiscal policies for the University and its programs;
- E. Establish policies and regulations regarding the campus life of the University, including, but not limited to, the conduct of students, student housing, parking, and safety;
- F. Grant tenure to eligible members of the faculty upon the recommendation of the President;
- G. Assume general responsibility for the operation of the University, delegating to the President such powers and duties as are necessary and appropriate for the efficient administration of the University and its programs;
- H. Receive donations of money, securities, and property from any source on behalf of the University, which gifts shall be used in accordance with the conditions set by the donor;
- I. Purchase land subject to the terms and conditions of state regulations, condemn land, erect buildings, and equip buildings for the University subject to the requirements of the State Building Commission and the terms and conditions of legislative appropriations;
- J. Provide insight and guidance to the University's strategic direction and charge the President with leading the strategic planning process;
- K. Ensure the University's fiscal integrity; oversee the University's financial resources and other assets; review and approve annual University budgets; and preserve and protect the University's assets for posterity;
- L. Ensure and protect, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserve and protect the University's autonomy, academic freedom, and the public purposes of higher education;
- M. Refrain from directing the day-to-day management and administration of the University, which is the responsibility of the President of the University; and from directing or interfering with any employee, officer, or agent under the direct or indirect supervision of the President;
- N. Act as a body with no individual member speaking for the Board unless specifically authorized to do so by the Board; and
- O. Exercise such other powers, not otherwise prescribed by law, that are necessary to carry out its statutory duties.

Section 2. Delegation

The Board may delegate and provide for the further delegation of any and all powers and duties, subject to limitations expressly set forth in law.

Section 3. Communications

The Board's authority is vested in the Board collectively and not in any individual member. Individual members do not speak on behalf of the Board or APSU unless authorized to do so by the Board or the Board Chair. The Chair is delegated authority to speak on behalf of the Board, unless otherwise determined by the Board.

Section 4. Membership

The Board shall consist of ten (10) members, nine (9) of which shall be voting members and one (1) member shall be a nonvoting student member. Six (6) voting members shall be residents of Tennessee. Eight (8) Board members shall be appointed by the Governor, three (3) of whom shall be graduates of the University. One (1) voting Board member shall be a faculty member of the University selected in a manner determined by the Faculty Senate. The nonvoting student member shall be appointed by the Board.

Section 5. Expectations of Individual Board Members

- A. Board members have a fiduciary obligation to the University, and must at all times act in accordance with the fiduciary duties of due care, loyalty, and good faith.
- B. Board members are expected to vote and speak according to their individual convictions, but be willing to support the majority decision of the Board and to work with fellow Board members in a spirit of cooperation.
- C. Board members are expected to review agendas and supporting materials prior to Board and committee meetings.
- D. Board members are expected to attend and actively participate in Board meetings and to serve on Board committees. Board members should be informed about the University's mission, policies, and programs.
- E. Board members should be free of any contractual, employment, or personal or familial financial interest in APSU, except as provided for by law.
- F. Board members should be free from undue influence from political, religious, or other external bodies and should protect APSU from such influence.
- G. Board members are expected to represent the interests of the entire university rather than any single constituent part.

Section 6. Terms

- A. The initial terms of Board members appointed by the Governor shall be three (3), four (4), and six (6) years. Three (3) members shall serve a (3) three-year term; three (3) members shall serve a four-year term; and two (2) members shall serve a six-year term. As the terms of the initial Board members expire, successor Board members shall be appointed for six-year terms.
- B. The faculty Board member shall serve a term of two (2) years.
- C. The nonvoting student Board member shall serve a term of one (1) year.

Section 7. Reappointment

Board members appointed by the Governor shall be eligible to serve for two (2) consecutive terms. A member who serves two (2) consecutive terms on the Board may be reappointed after at least four (4) years have elapsed since the member's last date of service.

Section 8. Resignation

Any Board member may resign at any time by submitting written notice to the Board Chair or Secretary. Such resignation shall take effect at the time specified therein or within 30 days of the date of receipt.

Section 9. Removal

- A. Conflict of Interest. It is unlawful for any Board member to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring, the appointment of any relative to any position of financial trust or profit connected with the University. A Board member engaging in such conduct shall be subject to removal by the Governor or by the Board as provided for under its Code of Ethics.
- B. Code of Ethics. A Board member may be removed for a material violation of the Board's Code of Ethics by a two-thirds (2/3) vote of the Board membership. No vote may be taken to remove a Board member unless the accused Board member has been afforded a contested case hearing in accordance with the Uniform Administrative Procedures Act, Title 4, Chapter 5, and a finding has been made that the member violated the Board's Code of Ethics.

Section 10. Vacancies

Board vacancies occurring by death, resignation, or removal of a Board member shall be filled for the remainder of the term. A Board member whose term has expired shall continue to serve until a successor is appointed.

When a vacancy is created in the membership of the Board, the Board Secretary shall notify the Governor in the case of a vacancy among the members appointed by the Governor; the Faculty Senate in the case of a Faculty member vacancy; or the Board Chair in the case of a student representative vacancy.

Section 11. Compensation: Reimbursement of Travel Expenses

Board members receive no compensation for their services, but are entitled to reimbursement for travel expenses incurred in the performance of their official duties, in accordance with the comprehensive travel regulations promulgated by the Department of Finance and Administration and approved by the Attorney General and Reporter.

Section 12. Board Self-Evaluation

The Board shall be responsible for defining and regularly evaluating the Board's responsibilities and expectations in order to promote the advancement and continuous improvement of Austin Peay State University. Board members shall complete a biennial self-evaluation, after which the full Board shall review the results of that evaluation.

Article IV. Board Meetings

Section 1. Tennessee Open Meetings Act

A “Public Meeting” of the Board is the convening of the members of the Board for a purpose for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. All Public Meetings of the Board shall be conducted in compliance with the Tennessee Open Meetings Act, T.C.A. § 8-44-101, *et seq.* Meetings of the Board shall be open to the public, except as authorized by a statutory or judicially recognized exception to the Act. A Public Meeting does not include any on-site inspection of any project or program or the convening of Trustees for any purpose for which a quorum is not required.

Section 2. Quorum

Except as provided for in these Bylaws, or where the Board authorizes a committee to act, a quorum of the Board is required to make a decision or to deliberate toward a decision on any matter. Five (5) voting members of the Board shall constitute a quorum for the transaction of business.

Section 3. Regular Meetings

The Board shall have four (4) regular meetings each year, according to a schedule established yearly by resolution of the Board. At such meetings, any business related to the authority of the Board may be discussed and transacted.

Meetings of the Board shall be made available for viewing by the public over the internet by streaming video accessible from the University's web site. Archived videos of the Board meetings shall also be available to the public through the University's web site.

Section 4. Special Meetings

Special meetings may be held at the written request of the Board Chair, the President or any number greater than three (3) voting Board members. The Board Chair or Secretary shall send notice of special meetings to each member of the Board, by regular mail, electronic mail, or other reasonable means, along with a statement of purpose of the meeting. Business transacted at all special meetings shall be confined to the business stated in notice.

Section 5. Notice

- A. Public Notice. Notice to the public of all regular public meetings shall be given in a manner reasonably calculated to give interested persons actual notice of the time and place of the meeting and the principal subjects anticipated to be considered at the meeting. Notice of special meetings of the Board shall be given to the news media and to the general public at least twenty-four (24) hours prior to the hour of the meeting. Notice of emergency meetings of the Board shall be such as is appropriate under the circumstances.
- B. Notice to Board Members. The Secretary shall provide Board members at least five (5) days written notice of a regular meeting of the Board. Notice of special and emergency meetings of the Board must be given to each Board member at least twenty-four (24) hours prior to the hour of the meeting.

Section 6. Remote Participation

The Board may permit any or all members to participate in a meeting by electronic or other means of communication by which all members participating may simultaneously hear each other or otherwise communicate with each other during the meeting. Participation in such a meeting by a Board member constitutes such Board member's presence in person at the meeting. All such meetings must comply with the requirements of the Tennessee Open Meetings Act, T.C.A. § 8-44-101, et seq.

Section 7. Manner of Acting

- A. Except as otherwise provided in these Bylaws or by law, a majority of votes of those voting members present at any meeting at which a quorum is achieved shall constitute an action of the Board. Voting by proxy is not permitted.
- B. All votes of the Board shall be by public vote as defined by T.C.A. § 8-44-104(b), public ballot, or public roll call. No secret votes, secret ballots, or secret roll call are allowed.
- C. A roll call vote shall be required on all motions providing for any revision of the Bylaws, the adoption of a new Bylaw or the repeal of an existing Bylaw. On any other motion, a roll call vote shall be taken if required by law or deemed desirable in the judgment of the Chair. A Board member present may request a roll call vote before the announcement of a vote otherwise taken. If any member participates in the meeting electronically, a roll call vote shall be taken for each item.
- D. Agenda.
 - 1. An agenda for every meeting of the Board shall be prepared by the Secretary in consultation with the Chair and the President. The agenda shall list each matter to be considered at the meeting. When feasible, a copy of the agenda and copies of all reports and other material to be presented shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the Board members before the meeting date.
 - 2. Consent Agenda
 - i. The Chair, in consultation with the President or committee chair, as appropriate, may designate items to be presented to the Board on a consent calendar.
 - ii. Any item unanimously approved by a committee may be designated by the Chair for unanimous consent at the full Board meeting.
 - iii. Such items shall be separately identified on the Board agenda as a consent agenda and shall be voted on by a single motion.
 - iv. In consultation with the Chair and the President, any member may request to remove an item from the consent agenda by notifying the Secretary prior to the meeting. The request must be approved by a majority of those voting members present and voting.
 - 3. Matters not appearing on the agenda of a stated meeting may be considered only upon an affirmative vote of a majority of those voting members present and voting.

Article V. Board Officers

Section 1. Officers of the Board

The officers of the Board are a Chair and a Vice Chair. The Board may establish additional officers of the Board as it deems necessary. All officers of the Board ~~will be elected from the members appointed by the Governor must be voting Board members~~ and serve at the pleasure of the Board. Officers have such powers and duties as set out in these Bylaws, and as may be prescribed by the Board or by law. Officers of the Board are not employees of the University by virtue of these Bylaws and are not, as such, agents of the University or authorized to bind the University.

Section 2. Chair

The Chair shall preside at all Board meetings, have the right to vote on all questions, and otherwise serve as a spokesperson for the Board. The Board chair shall serve as an ex-officio voting member of all standing committees.

Section 3. Vice Chair

In the absence of the Chair, the Vice Chair shall perform the duties of the Chair, including duties that may be assigned by the Board or Chair from time to time.

Section 4. Election and Terms

The Chair and Vice Chair shall be elected by the Board ~~at the Spring meeting beginning in 2023 and every two years thereafter for a term beginning July 1 of the year they are elected~~. Each Board officer shall hold office for two (2) years, or until a successor has been duly appointed and qualified or until the officer's death, resignation, or removal. The Chair and Vice Chair may serve a maximum of two full consecutive terms.

Section 5. Resignation of Officers

Any Board officer may resign at any time by submitting written notice to the Board Chair or secretary. Such resignation shall be in effect at the time specified in the notice or within 30 days of the date of its receipt.

Section 6. Removal of Officers

Any Board officer may be removed from office by a two-thirds majority vote of the voting Board members at a meeting of the Board called expressly for that purpose.

Section 7. Vacancies

Board officer vacancies may be filled through a special election at any meeting of the Board.

Article VI. University Officers

Section 1. Officers

The officers of the University shall be the President and Secretary. The President may appoint such other officers and assistant officers as may be necessary or convenient to conduct its business. The officers shall have such powers and duties as set out in these Bylaws, and as may be prescribed by the Board and/or by law.

Section 2. President of the University

The President is the chief executive officer of the University and is responsible for the administration and management of the University and its affairs and such other duties as assigned by the Board. The President serves at the direction and pleasure of the Board, which determines the President's compensation and terms of employment, and conducts an annual review of the President's performance. The President shall, from time to time, report to the Board all matters within the President's knowledge affecting the University that should be brought to the attention of the Board. The President may be removed from office only by a two-thirds majority of voting members then in office, provided that notice is sent to all Board members in accordance with Article IV of these Bylaws.

Section 3. Secretary

The Secretary is appointed by the President. The Secretary serves as a liaison between the Board and the University administration and is responsible for supporting the Board and its committees, including the giving of required notices of meetings of the Board; preparation and distribution of agendas and minutes of meetings of the Board; keeping records of all official Board communication, including but not limited to Board meeting minutes and official and/or legal organizational documents, such as bylaws and resolutions. The Secretary shall perform such other duties as assigned by the Board.

Article IX. Board Committees

Subject to the requirements of applicable law, the Board may appoint such committees as it considers appropriate or necessary from time to time and shall define the duties of such committees, committee quorum requirements, and the reporting requirements of such committees and its members. Any committee of the Board and the members of any such committee serve at the pleasure of the Board.

Members of the committees and committee chairs shall be appointed by the Board Chair. Each committee shall have at least three (3) voting members, including a chair, who shall serve a two-year term beginning July 1 of the year appointed. The Board Chair shall serve as an ex-officio voting member of all committees. ~~Members of the committees and committee chairs shall be appointed by the Board Chair.~~

All committees, excluding the Executive Committee, shall meet at least quarterly during each calendar year, and may meet more frequently as deemed necessary. Meetings may be called by the Board Chair, the President of the University or the committee chair. All meetings of 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. Notice requirements shall be the same as for all regular meetings of the Board of Trustees.

A majority of the voting members of each 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.

Minutes shall be made of all committee meetings and provided to the Board Chair, the President of the University and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.

Article X. Conflicts of Interest

It is unlawful for any Board member to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring, the appointment of any relative to any position of financial trust or profit connected with the University. A Board member engaging in such conduct shall be subject to removal by the Governor or the Board as provided for in Article III of these Bylaws. Board members must comply with the restrictions contained in state law, these Bylaws, and the Board's Code of Ethics and its Conflict of Interest policy.

Board members shall disclose to the Board any actual, apparent, or possible conflict of interest at the earliest practical time. A Board member who has made such a disclosure shall abstain from voting on such matters. Subject to the Conflict of Interest Policy, the Board member may be invited by the Board to participate in the discussion. The Board meeting minutes shall reflect that a disclosure was made and note the Board member's abstention from voting. A Board member who is recused may be counted for purposes of determining the presence of a quorum at the meeting, but shall not be counted for purposes of determining the presence of a quorum for the requisite action.

Article XI. Severability

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.



Bylaws (Revisions Recommended 3/18/2022)

Board of Trustees of Austin Peay State University

Amended September 17, 2021

Article I. Governance

The Board of Trustees is vested by the laws of the State of Tennessee with control of the governance and management of Austin Peay State University, subject to certain powers and duties maintained by the Tennessee Higher Education Commission.

Article II. Purpose of Bylaws

The Board adopts these Bylaws in order to establish rules for the organization and conduct of its business, as required by Tennessee Code Annotated § 49-8-201. The Bylaws are intended to establish its governance structure and to define the duties, authority limits and operating procedures for the Board and its Trustees. As the University's governing authority, the Board's Bylaws and Policies shall take precedence over any other administrative policies, guidelines, and procedures of the University. Although the Board is empowered to govern and set policy for the University, the Board's focus is one of oversight and direction. The Board entrusts responsibility for the execution of Board policy and the administration of the University to the President and responsibility for the conduct of teaching and research to the University faculty through the President.

Article III. Board of Trustees

Section 1. Powers and Duties

The Board has been conferred by the laws of the State of Tennessee with the necessary powers and duty to accomplish the following:

- A. Determine the mission of the University and ensure that the mission is kept current and aligned with the goals of Tennessee's master plan for public higher education through regular periodic review every three years; furthermore, events such as, but not limited to, the appointment of a new president or a change in the highest or lowest degree level offered at the University may trigger an automatic Board review of the University mission;
- B. Select and employ the chief executive officer of the University and to confirm the appointment of administrative personnel, faculty, and other employees of the University and their salaries and terms of office;

- C. Prescribe curricula and requirements for diplomas and degrees in cooperation with other state university boards in the interest of maintaining alignment across state higher education;
- D. Approve the operating budgets and set the fiscal policies for the University and its programs;
- E. Establish policies and regulations regarding the campus life of the University, including, but not limited to, the conduct of students, student housing, parking, and safety;
- F. Grant tenure to eligible members of the faculty upon the recommendation of the President;
- G. Assume general responsibility for the operation of the University, delegating to the President such powers and duties as are necessary and appropriate for the efficient administration of the University and its programs;
- H. Receive donations of money, securities, and property from any source on behalf of the University, which gifts shall be used in accordance with the conditions set by the donor;
- I. Purchase land subject to the terms and conditions of state regulations, condemn land, erect buildings, and equip buildings for the University subject to the requirements of the State Building Commission and the terms and conditions of legislative appropriations;
- J. Provide insight and guidance to the University's strategic direction and charge the President with leading the strategic planning process;
- K. Ensure the University's fiscal integrity; oversee the University's financial resources and other assets; review and approve annual University budgets; and preserve and protect the University's assets for posterity;
- L. Ensure and protect, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserve and protect the University's autonomy, academic freedom, and the public purposes of higher education;
- M. Refrain from directing the day-to-day management and administration of the University, which is the responsibility of the President of the University; and from directing or interfering with any employee, officer, or agent under the direct or indirect supervision of the President;
- N. Act as a body with no individual member speaking for the Board unless specifically authorized to do so by the Board; and
- O. Exercise such other powers, not otherwise prescribed by law, that are necessary to carry out its statutory duties.

Section 2. Delegation

The Board may delegate and provide for the further delegation of any and all powers and duties, subject to limitations expressly set forth in law.

Section 3. Communications

The Board's authority is vested in the Board collectively and not in any individual member. Individual members do not speak on behalf of the Board or APSU unless authorized to do so by the Board or the Board Chair. The Chair is delegated authority to speak on behalf of the Board, unless otherwise determined by the Board.

Section 4. Membership

The Board shall consist of ten (10) members, nine (9) of which shall be voting members and one (1) member shall be a nonvoting student member. Six (6) voting members shall be residents of Tennessee. Eight (8) Board members shall be appointed by the Governor, three (3) of whom shall be graduates of the University. One (1) voting Board member shall be a faculty member of the University selected in a manner determined by the Faculty Senate. The nonvoting student member shall be appointed by the Board.

Section 5. Expectations of Individual Board Members

- A. Board members have a fiduciary obligation to the University, and must at all times act in accordance with the fiduciary duties of due care, loyalty, and good faith.
- B. Board members are expected to vote and speak according to their individual convictions, but be willing to support the majority decision of the Board and to work with fellow Board members in a spirit of cooperation.
- C. Board members are expected to review agendas and supporting materials prior to Board and committee meetings.
- D. Board members are expected to attend and actively participate in Board meetings and to serve on Board committees. Board members should be informed about the University's mission, policies, and programs.
- E. Board members should be free of any contractual, employment, or personal or familial financial interest in APSU, except as provided for by law.
- F. Board members should be free from undue influence from political, religious, or other external bodies and should protect APSU from such influence.
- G. Board members are expected to represent the interests of the entire university rather than any single constituent part.

Section 6. Terms

- A. The initial terms of Board members appointed by the Governor shall be three (3), four (4), and six (6) years. Three (3) members shall serve a (3) three-year term; three (3) members shall serve a four-year term; and two (2) members shall serve a six-year term. As the terms of the initial Board members expire, successor Board members shall be appointed for six-year terms.
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Board members appointed by the Governor shall be eligible to serve for two (2) consecutive terms. A member who serves two (2) consecutive terms on the Board may be reappointed after at least four (4) years have elapsed since the member's last date of service.

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Any Board member may resign at any time by submitting written notice to the Board Chair or Secretary. Such resignation shall take effect at the time specified therein or within 30 days of the date of receipt.

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- A. Conflict of Interest. It is unlawful for any Board member to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring, the appointment of any relative to any position of financial trust or profit connected with the University. A Board member engaging in such conduct shall be subject to removal by the Governor or by the Board as provided for under its Code of Ethics.
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- C. A roll call vote shall be required on all motions providing for any revision of the Bylaws, the adoption of a new Bylaw or the repeal of an existing Bylaw. On any other motion, a roll call vote shall be taken if required by law or deemed desirable in the judgment of the Chair. A Board member present may request a roll call vote before the announcement of a vote otherwise taken. If any member participates in the meeting electronically, a roll call vote shall be taken for each item.
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 - i. The Chair, in consultation with the President or committee chair, as appropriate, may designate items to be presented to the Board on a consent calendar.
 - ii. Any item unanimously approved by a committee may be designated by the Chair for unanimous consent at the full Board meeting.
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Section 1. Officers of the Board

The officers of the Board are a Chair and a Vice Chair. The Board may establish additional officers of the Board as it deems necessary. All officers of the Board will be elected from the members appointed by the Governor and serve at the pleasure of the Board. Officers have such powers and duties as set out in these Bylaws, and as may be prescribed by the Board or by law. Officers of the Board are not employees of the University by virtue of these Bylaws and are not, as such, agents of the University or authorized to bind the University.

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The Chair shall preside at all Board meetings, have the right to vote on all questions, and otherwise serve as a spokesperson for the Board. The Board chair shall serve as an ex-officio voting member of all standing committees.

Section 3. Vice Chair

In the absence of the Chair, the Vice Chair shall perform the duties of the Chair, including duties that may be assigned by the Board or Chair from time to time.

Section 4. Election and Terms

The Chair and Vice Chair shall be elected by the Board at the Spring meeting beginning in 2023 and every two years thereafter for a term beginning July 1 of the year they are elected. Each Board officer shall hold office for two (2) years, or until a successor has been duly appointed and qualified or until the officer's death, resignation, or removal. The Chair and Vice Chair may serve a maximum of two full consecutive terms.

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Any Board officer may resign at any time by submitting written notice to the Board Chair or secretary. Such resignation shall be in effect at the time specified in the notice or within 30 days of the date of its receipt.

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Any Board officer may be removed from office by a two-thirds majority vote of the voting Board members at a meeting of the Board called expressly for that purpose.

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Board officer vacancies may be filled through a special election at any meeting of the Board.

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The officers of the University shall be the President and Secretary. The President may appoint such other officers and assistant officers as may be necessary or convenient to conduct its business. The officers shall have such powers and duties as set out in these Bylaws, and as may be prescribed by the Board and/or by law.

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The President is the chief executive officer of the University and is responsible for the administration and management of the University and its affairs and such other duties as assigned by the Board. The President serves at the direction and pleasure of the Board, which determines the President's compensation and terms of employment, and conducts an annual review of the President's performance. The President shall, from time to time, report to the Board all matters within the President's knowledge affecting the University that should be brought to the attention of the Board. The President may be removed from office only by a two-thirds majority of voting members then in office, provided that notice is sent to all Board members in accordance with Article IV of these Bylaws.

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The Secretary is appointed by the President. The Secretary serves as a liaison between the Board and the University administration and is responsible for supporting the Board and its committees, including the giving of required notices of meetings of the Board; preparation and distribution of agendas and minutes of meetings of the Board; keeping records of all official Board communication, including but not limited to Board meeting minutes and official and/or legal organizational documents, such as bylaws and resolutions. The Secretary shall perform such other duties as assigned by the Board.

Article IX. Board Committees

Subject to the requirements of applicable law, the Board may appoint such committees as it considers appropriate or necessary from time to time and shall define the duties of such committees, committee quorum requirements, and the reporting requirements of such committees and its members. Any committee of the Board and the members of any such committee serve at the pleasure of the Board.

Members of the committees and committee chairs shall be appointed by the Board Chair. Each committee shall have at least three (3) voting members, including a chair, who shall serve a two-year term beginning July 1 of the year appointed. The Board Chair shall serve as an ex-officio voting member of all committees.

All committees, excluding the Executive Committee, shall meet at least quarterly during each calendar year, and may meet more frequently as deemed necessary. Meetings may be called by the Board Chair, the President of the University or the committee chair. All meetings of 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. Notice requirements shall be the same as for all regular meetings of the Board of Trustees.

A majority of the voting members of each 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.

Minutes shall be made of all committee meetings and provided to the Board Chair, the President of the University and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.

Article X. Conflicts of Interest

It is unlawful for any Board member to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring, the appointment of any relative to any position of financial trust or profit connected with the University. A Board member engaging in such conduct shall be subject to removal by the Governor or the Board as provided for in Article III of these Bylaws. Board members must comply with the restrictions contained in state law, these Bylaws, and the Board's Code of Ethics and its Conflict of Interest policy.

Board members shall disclose to the Board any actual, apparent, or possible conflict of interest at the earliest practical time. A Board member who has made such a disclosure shall abstain from voting on such matters. Subject to the Conflict of Interest Policy, the Board member may be invited by the Board to participate in the discussion. The Board meeting minutes shall reflect that a disclosure was made and note the Board member's abstention from voting. A Board member who is recused may be counted for purposes of determining the presence of a quorum at the meeting, but shall not be counted for purposes of determining the presence of a quorum for the requisite action.

Article XI. Severability

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.

Singleton, Gregory

From: no-reply@apsu.edu
Sent: Wednesday, September 29, 2021 11:49 AM
To: Singleton, Gregory
Subject: Student Trustee Application submission

fullname - Mackenzie Carr

mailingaddress - [REDACTED]

phone - [REDACTED]

apsuemail - [REDACTED]

gpacumulativegpafromthesemesterm - 3.9459

numberofsemesterhourscompleted1 - 90

majorminor - Mathematics with a concentration in Actuarial Science; Double Minor in Finance and Applied Statistics

apsustartdate - August 2019

anticipatedgraduationdate - May 2023

highschoolname - West Creek High School

yearofgraduation - 2019

highschoolcityandstate - Clarksville, TN

highlightsofcampusandcommunityse - President's Emerging Leaders Program: 2019- Present

Student Organization Council President: 2020-Present

National Society for Leadership and Success Executive Board: Membership Outreach Chair from 2021- Present

Honor's Program Advisory Board: 2021- Present

Co-Founder and Vice President of the Clarksville Voter Apathy Project Non-Profit: 2020- Present

Co-Stem Advisory Board Secretary: 2020-2021

Gov's Ambassador: 2020-Present

Active Member of Omicron Delta Kappa: 2021-Present

Instructor for the West Creek High School Band: Lead small and large group sectionals as well as direct daily performances in the Director's absence (2019-Present)

branch -

datesserved -

rankatdischarge -

typeofdischarge -

ifotherthanhonorableexplain -

areyouatennesseeresident1 - ['Yes']

doyouhaveajudicialrecordorcur1 - ['No']

ifyesexplain -

haveyoueverbeenconvictedofafe1 - ['No']

ifyesexplain1 -

asanapplicantforstudenttruste1 - ['Yes']

signature - Mackenzie Carr

date - 09/29/2021

Mackenzie Carr

EDUCATION

Austin Peay State University

B.S. Mathematics; Concentration in Actuarial Science

Clarksville, TN

Expected 2023

- **Cumulative GPA:** 3.95/4.0
- **Minor:** Finance and Applied Statistics

ACTUARIAL EXAMS

Exam FM

Sitting Dec 2021

WORK EXPERIENCE

Starbucks

Clarksville, TN

Barista

Oct 2018 - Current

- Handle multiple forms of payment and producing the proper amount of change when necessary
- Collaborate with co-workers to achieve 100% completion of daily routines
- Connect with customers consistently to ensure their experience is of top quality

Governor's School for Computational Physics and Mathematics

Clarksville, TN

Teaching Assistant

July 2020 - Current

- Responsible for assisting high school students in solving complex physics problems using Fortran
- Teach various topics in both Calculus I and II during the lead professor's absence
- Act as a resident advisor during the students' month long stay in campus housing
- Evaluate the students' Fortran codes and lab assignments and assigned grades accordingly

LEADERSHIP AND VOLUNTEER EXPERIENCE

National Society of Leadership and Success

Clarksville, TN

Membership Outreach Chair

September 2021– Current

- Maintain weekly communication with all 1,000+ campus NSLS members
- Coordinate expenditures for campus involvement events with the chapter Treasurer
- Attend monthly campus involvement fairs to promote the society and connect with prospective student members

President's Emerging Leaders Program

Clarksville, TN

Board Member

April 2021 - Current

- Attend weekly events that allow for interaction with peers as well as the development of leadership skills
- Aid in the diligent selection process of new candidates for the program
- Organize events that engage the student body while bringing awareness to issues relevant to the community

Student Organization Council Executive Board

Clarksville, TN

President

May 2020 - Current

- Responsible for organizing and facilitating weekly board meetings and presenting weekly reports
- Collaborate with the director of the board weekly to ensure all student organizations are up to standard
- Facilitate daily meetings with various student organizations to aid in their success and growth on campus

Clarksville Montgomery-County Voter Apathy Project: Non-Profit

Clarksville, TN

Co-founder

April 2020 – Current

- Inform and educate local citizens on how to register to vote, voting rights, and where voting polls are located
- Develop projects which provide the homeless with basic necessities (i.e., food and shelter)
- Volunteer regularly at local charity events to strengthen the outreach of the non-profit in the community

HONORS AND SKILLS

Honors: Phi Kappa Phi Member, Pi Mu Epsilon Member, Dean's List 2018-2021, Golden Key Honor Society

Computer Skills: Proficient in Fortran, R, SAS, C++, MATLAB, and Microsoft Office (Excel, Word, etc.)

Core Competencies: Analytic Thinker, Problem Solver, Decisive, and Goal Oriented

1. Why are you interested in applying for the Student Trustee position?

Since the start of my freshman year at Austin Peay, I have been consistently keeping track of the changes in campus regulations, student involvement, academia, etc. Over the past three years, I have noticed major, mostly positive, changes in Austin Peay's community. The student population has grown, the faculty and staff reach out more often to provide assistance, there is more participation in athletic events... the list goes on. However, there are also aspects of campus life that myself and other students would like to see change. As a leader, I want to be the one who inspires that change, and as Student Trustee I know I would have the ability to put this change into motion. I would like to help Austin Peay and my fellow peers by weighing in on important decisions that affect the entire campus. This position would allow me to further my campus involvement while also getting to experience the behind-the-scenes aspect of regulations that affect present and future Govs. I am eager to potentially take on this role and work alongside the Board of Trustees to make Austin Peay an even more desirable home for people all across the globe.

2. How has your college/university experience prepared you for this type of position?

My time at Austin Peay began long before 2019, when I joined campus as a full time student fresh out of high school. Being a Clarksville native, I visited Austin Peay for various events over the course of my childhood, and I regularly read articles about changes occurring on campus over the years. I knew that Austin Peay would likely be the college I chose to attend, so I began making connections on campus as early as my freshman year in high school. When I finally joined the Austin Peay community three years ago, I took, and continue to take, every opportunity available to get involved. I have served as the Student Organization Council President for two consecutive years and I am the current Membership Outreach Chair for the

National Society of Leadership and Success Executive Board. Additionally, I am an active member in Omicron Delta Kappa, I am in the President's Emerging Leaders Program, I formally served on the Student Advisory Council for the Study Abroad program, and I have served on countless committees for various events such as homecoming and QEP. As a leader in a multitude of organizations, I have extensive experience communicating with individuals in various roles. I also know a vast majority of the student body, so I have extensive knowledge on student's opinions of various campus related topics. I have the experience of working on a board, so I am familiar with how meetings are supposed to flow, and I will not require much training in that regard. My leadership experience has taught me how to conduct myself to represent Austin Peay in a positive manner, and I take pride in representing my school. Therefore, I will not associate myself with anything or behave in a way that could potentially tarnish Austin Peay's or the Board of Trustees' reputation. Overall, the involvement and experience I have on campus would make me a valuable addition to the Board of Trustees, and I would be honored to serve the campus that has been my home for the past three years.



President's Emerging Leaders Program

24 Oct. 2021

Dear Colleagues,

I write to recommend Ms. Mackenzie Carr for the position of Student Trustee for the 2022-2023 academic year at Austin Peay State University. I have known Ms. Carr for about three years. She is a junior in the President's Emerging Leaders Program, and she has definitely taken the lessons of the program to heart. She has blossomed into a campus leader who is currently the President of the Student Organization Council, a position of great responsibility and honor. I am happy to recommend her in very high terms and I am happy as well to have a chance to say a little about this remarkable student.

Mackenzie's intelligence is beyond question. She is a mathematics major, and not only mathematics but actuarial science, which as we all know is not the simplest side of mathematics. It hardly needs to be said that mathematics demands an extremely careful, detail-oriented, logical mind. Mathematics is very much like Latin or Greek not only in the constant demand for detailed, logical thought, but in terms of two particular aspects of intelligence, pattern recognition and transfer. Pattern recognition is self-evident, she sees the patterns established by numeric sequences and mathematical functions; transfer refers to the ability to take a pattern from one area and put it to work in another. Mackenzie's mind is definitely wired for those two aspects of intelligence. That being said, intelligence only takes one so far; Mackenzie works incredibly hard to be the best student that she can be. Her 3.95 GPA provides strong evidence of her intelligence and hard work, and please note that that is an *overall* GPA, so it's not just in her chosen field that Mackenzie excels, but in all areas of study. This strong intelligence will stand her in good stead for her work with the Board of Trustees. That work also sometimes involves close reading of complicated documents; it requires careful, logical thought, the ability to discern consistent patterns in policy, and the capacity to transfer a set of knowledge to multiple areas of concern. Mackenzie will bring that sharp instrument of her mind to bear on her work as a trustee.

In addition to her academic excellence, Mackenzie has grown into a fine leader. She currently serves her fellow students as the President of the Student Organization Council, and in that capacity, she assists in overseeing the activities of the c. 150 student organizations on campus! That takes serious commitment and a high level of time management. She is also an active member of two leadership societies on campus, the

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P.O. Box 4576 • Clarksville, TN 37044 • P:(931) 221-6398 • F:(931) 221-7297

National Society of Leadership and Success, for which she is an officer, and Omicron Delta Kappa, one of the finest leadership organizations in the country. She is, of course, also in the President's Emerging Leaders Program where she has been a shining star in terms of participation and engagement. She has never missed a class as far as I know.

I am happy to say, too, that Mackenzie is a really fine representative of the university. She worked on the Governor's School in Computational Physics in multiple capacities. Not only did she serve as an instructor, but she was also a Resident Assistant and a mentor for the high-school students. In those roles, Mackenzie was constantly telling students the many reasons that they should come to APSU. She personally introduced me to several students with whom I was able to have substantial conversations about the benefits of attending APSU and participating in the Honors and PELP programs. She has also helped out multiple times with AP Days. She has never said no when I have asked for help with an event. She is always upbeat, enthusiastic about her experience here at APSU, and she is not shy about being a fantastic ambassador for this wonderful university.

Beyond the bounds of the university, Mackenzie is a co-founder of the Clarksville-Montgomery County Voter Apathy Project. She is thus directly involved in helping to build community involvement via direct action, working to increase participation in our country's most fundamental exercise of democracy. This has no doubt taught her the value of community service, and she has learned that she can make a difference. She does this while maintaining that stellar 3.95 GPA, and I promise you that earning such high grades in the midst of the Covid pandemic was not easy. This level of engagement at the university level and in the community provides strong evidence that she will be a great representative to the Board of Trustees for her fellow students.

Mackenzie has received multiple honors that recognize her abilities as a critical thinker, a detail oriented, careful worker, and a person of great integrity. Leadership is fundamentally grounded in character, and Mackenzie's character is unshakeable. Her integrity, her honesty, and her remarkable optimism shine brightly in any setting. It is a real joy to have her in the President's Emerging Leaders Program because she absorbs the lessons she learns in class and puts them to work in her various activities. She is constantly on the lookout for ways to help, and when she finds them, she seizes the opportunity. As is true for most PELP leaders, she is a servant leader, and she enjoys the service that she performs. She is not faint-hearted. When she says she will do something, she embraces it and gives it her all. Mackenzie is always punctual as well, which sounds like a small thing, but is in fact an important quality for someone in a position of responsibility.

In sum, Mackenzie possesses all of the essential traits required to be an effective and contributing member of the Board of Trustees: she is intelligent, hard-working, dedicated, detail oriented, a careful, critical thinker, and she has enormous integrity. Mackenzie is well-prepared to assume the responsibility that comes with such a weighty position as Student Trustee. She is diplomatic, has a calm demeanor, and will look for ways to contribute to the APSU Board of Trustees. I am perfectly comfortable in recommending Mackenzie in very high terms for this position, and I wish her every good thing. You are welcome to contact me for further discussion about anything in this letter. My email is winterst@apsu.edu, my office phone is 931-221-7118, and my cell number is 931-338-3680. I would be happy for the opportunity to say even more about this exceptional student. Thank you in advance for your consideration of this fine young leader.

Sincerely,

A handwritten signature in dark ink, appearing to read "Timothy F. Winters", written over the word "Sincerely,".

Timothy F. Winters, Ph.D.

Director, President's Emerging Leaders Program

Director, Honors Program

Professor of Classics



Department of Mathematics & Statistics

October 29, 2021

Austin Peay State University
Board of Trustees
Clarksville, TN 37040

Dear Board of Trustees Selection Committee:

I write with great enthusiasm in support of Ms. Mackenzie Carr's application for student representative to the Austin Peay State University Board of Trustees. Mackenzie is currently a senior majoring in mathematics with a concentration in actuarial science and minors in applied statistics and business management. Students in the actuarial science program must have exceptional analytical skills as well as knowledge of business and finance to succeed. Add to this Mackenzie's demonstrated capacity for leadership and you have a student who will make positive contributions to the activities and decisions made by the board of trustees.

I know Mackenzie as her mentor in the President's Emerging Leaders Program (PELP) and as an academic advisor. I have also had the pleasure of teaching two courses in which Mackenzie was a student. Mackenzie is intelligent, energetic, and goal oriented. Mackenzie rises above the other students across the university in several ways. First, Mackenzie is very self-motivated. I have watched her research career options and aggressively seek out internship opportunities. She has one internship offer for next summer from CVS/Aetna. Employers recognize her talents and potential and I am sure more internship offers will soon follow. Second, Mackenzie has a very impressive character with a consistently positive attitude. I have observed that Mackenzie is diligent and hardworking; willing to go beyond what is required. She behaves professionally at all times and is pleasant to work with. She is dependable and remains calm under pressure. She is mature beyond her years, and I have no doubt that she can handle the responsibilities of this position on the board.

Through the PELP program, Mackenzie has taken courses in the ethics of leadership, leadership communication, and argument and persuasion. Mackenzie currently has a 3.95 GPA in a program with many challenging courses. When she informed me that she was interested in this position on the board, I was delighted. I am confident in her commitment and enthusiasm towards this opportunity. Although the student trustee is a non-voting member of the board, I think she will bring important insights from the perspective of the students of APSU. I offer my highest recommendation for her, without any reservations. I will be pleased to answer any additional questions you may have.

Sincerely,

A handwritten signature in blue ink that reads 'Jennifer Yantz'.

Jennifer Yantz, Ph.D., Associate Professor
yantzj@apsu.edu 931-221-1607

www.apsu.edu

P.O. Box 4626 • Clarksville, TN 37044 • P:(931) 221-7833 • F:(931) 221-6354

November 1, 2021

To Whom It May Concern:

It is my pleasure to recommend Mackenzie Carr for the Austin Peay State University Student Trustee position. Mackenzie has served as the Student Organization Council (SOC) President since May 2020 and as the SOC advisor, I have worked closely with her since January 2021. She serves the campus community in many ways through this role and several other leadership roles at Austin Peay.

Mackenzie is an extremely dedicated and involved leader on our campus. Not only has she excelled as the SOC president, but she has also consistently taken on more responsibilities to ensure that APSU student organizations have the support and resources they need. This semester she has taken on the role of Membership Outreach Chair for the National Society of Leadership and Success (NSLS), another organization I advise, and has already been able to encourage the NSLS Executive Board to get more involved on campus. Through her role as SOC president, Mackenzie initiated a collaboration with the Govs Programming Council to organize a Fall Festival with booths run by student organizations. Mackenzie has taken the lead on planning this campus-wide program and has enlisted many student organizations, including NSLS, to participate.

Mackenzie has many positive qualities that make her a successful leader. She is very reliable, organized, proactive and has excellent communication skills. These qualities, combined with her extensive involvement and leadership experience make her an extremely deserving candidate for the Student Trustee position. I am confident that if chosen, she will excel and represent the student body well within the Board of Trustees. If you need any additional information, please contact me at 931-221-7837 or forted@apsu.edu.

Sincerely,



Diana Forte
Coordinator, Leadership & Student Organizations

Singleton, Gregory

From: no-reply@apsu.edu
Sent: Monday, November 1, 2021 11:52 AM
To: Singleton, Gregory
Subject: Student Trustee Application submission

fullname - Olivia Ruth Hershey

mailingaddress - [REDACTED]

phone - [REDACTED]

apsuemail - [REDACTED]

gpacumulativegpafromthesemesterm - 4.0

numberofsemesterhourscompleted1 - 69

majorminor - Major in Business Management/Minor in Entrepreneurship

apsustartdate - August 2019

anticipatedgraduationdate - May 2023

highschoolname - Homelife Academy

yearofgraduation - 2019

highschoolcityandstate - Jackson, TN

highlightsofcampusandcommunityse - Member of President's Emerging Leaders Program (PELP) (August 2019 - Present) Member of Honors Program (August 2019 - Present) Student worker at Procurement and Contract Services (August 2019 - Present) Co-Chair for the Honors/PELP Student Advisory Council (October 2021 - Present)

branch -

datesserved -

rankatdischarge -

typeofdischarge -

ifotherthanhonorableexplain -

areyouatennesseeresident1 - ['Yes']

doyouhaveajudicialrecordorcur1 - ['No']

ifyesexplain -

haveyoueverbeenconvictedofafe1 - ['No']

ifyesexplain1 -

asanapplicantforstudenttruste1 - ['Yes']

signature - Olivia Hershey

date - 11/1/2021

Olivia Hershey

Education

Austin Peay State University (expected graduation date May 2023)

College of Business, Honors Program, 4.0 cumulative GPA

Business Management Major, Entrepreneurship Minor

Member of President's Emerging Leaders Program (PELP) and recipient of PELP Scholarship

Highly competitive four year leadership and community service program

Awarded Presidential Scholarship

Experience

Austin Peay State University Procurement and Contract Services

Student Worker

2019-Present

Completed comprehensive vendor application digitization project of over 3000 accounts

Responsible for ongoing digitization project of all APSU purchasing card records

Input vendor contracts into SciQuest procurement system

Successfully completed entry of over 500 accounts ahead of schedule

Input all new purchasing card records into digital system

Maintain APSU vendor insurance tracking system

Tennessee Department of General Services Central Procurement Office

Intern

Summer 2021

Rotated across all nine divisions to gain understanding of roles and responsibilities

Assigned to the Data Analytics and Compliance teams

Reconciled vendor quarterly reports and updated database

Audited employees' compliance records to identify gaps in compliance training

Alco Products

Intern

Summer 2021

Apprenticeship at graphic design and printing company

Prepared materials for production

Checked for quality control

Shipped products to customers

1. Why are you interested in applying for the Student Trustee position?

Recently, Austin Peay State University (APSU) and President's Emerging Leaders Program (PELP) alumna Gina Holleman spoke to the current PELP cohort and implored us to demonstrate our leadership through one simple yet powerful way: be the advocate; be the champion. Indeed, it is easy to sit around and hope that someone will come along to fix a problem, better the world around us, or stand up to evil, but this mentality rarely leads to any true progress or improvement. A true leader is someone who takes up the reins of responsibility himself/herself to be that advocate, that voice for others, or that catalyst for change, setting aside their own agenda for that of the community or collective good.

During my remaining time at APSU, I want to be that advocate for my peers, school, and the greater Clarksville community. It is my passion in life to solve problems, execute and design plans, and work to help develop others around me to reach their greatest potential. When I know that I am able to help, I am driven by the innate call to serve others. I am already engaged in serving the APSU community through my involvement in PELP and the Honors Program, and I am always seeking more opportunities to lead and serve others. My commitment and awareness of student perspectives and concerns at APSU make me a great asset to the Board of Trustees as I will be a voice for other students because I am genuinely invested in the future of the students and the university. Ultimately, though, having the honor of serving as the Student Trustee would allow me to contribute and be a part of something greater than myself. APSU has been my home for the last three years and has had a profound impact on my personal growth. If I am selected, my participation on the Board will serve as an example for others to develop a similar passion and dedication to APSU.

2. How has your college/university experience prepared you for this type of position?

During my time in PELP and the Honors Program, the mantra that “leaders show up” has been deeply instilled in how I live my life and is a motto that would benefit me well in the role of Student Trustee. This seemingly simple idea has two connotations for me. Firstly, it means that as a leader in my community I make the time to show up to events on campus so that I am an engaged and aware member of the community. This means attending events such as the Future Business Leaders of America interest meetings, the annual Politalk hosted by PELP, RA housing programs, involvement fairs, sporting events, and Strawberry Alley’s Science on Tap events. I make a conscious effort to be informed of current events in the local community by attending monthly Honors/PELP REAL (Raising Engagement and Awareness for Life) Talks, which promote awareness of current issues within Clarksville such as domestic violence, homelessness, and food insecurity, and What’s Up Wednesdays events where faculty members speak to students on unique courses, programs, or clubs at APSU. I make it a point to keep my ear to the ground, so to speak, and listen for any comments, concerns, or ideas fellow students have about their experience at APSU as a whole.

Most importantly, APSU has taught me that showing up means being there for others. It implies a sense of service to your fellow man. A leader succeeds by inspiring others to achieve a goal through his/her own actions and dedication. I show up as a leader by seeking opportunities to help my community, standing up for what I am passionate about, and being a resource to other students. The friends and the community that I have formed here at APSU have significantly strengthened my passion for servant-based leadership, which I believe would greatly help me in performing my duties as the Student Trustee.



Allied Health Sciences

October 27, 2021

Mr. Greg Singleton
Associate Vice President for Student Affairs and Dean of Students
Austin Peay State University

Dear Dean Singleton,

I enthusiastically recommend Ms. Olivia Hershey for the position of Student Trustee. I have known Olivia her entire life and have watched her grow from a quiet, introspective youth into the well-spoken, confident leader she is today. Based on her academic achievement, campus involvement, and leadership roles, I believe Olivia Hershey will represent Austin Peay State University well if selected as the next Student Trustee.

Three years ago when Olivia said she was considering APSU for her college home, I was thrilled. I thought APSU's mid-sized campus and student-centered faculty would be a perfect fit—a place where she would not get lost in the crowd. Anyone who meets Olivia today would surely wonder at my early concerns. Olivia enthusiastically embraced her college experience, challenging herself not only to excel academically but also to leave her mark on APSU. Olivia seeks connections with faculty, staff, and students. She is a valuable member of the APSU Honors and PELP programs and is one of the students Dr. Winters relies on for recruiting, event planning, and generally anything that needs to be done well. Olivia is also a valuable employee in the Austin Peay State University Procurement and Contract Services office. She has worked in that office every semester, continuing to work well beyond the required scholarship hours.

Students, faculty, and staff know that Olivia is responsible, capable, and enthusiastic. Olivia's enthusiasm is contagious, an excellent quality in a leader. When I see her on campus, she is always surrounded by a small cohort of students. The makeup of the group differs depending on the project at hand, but they are all clearly enjoying their work. Ms. Olivia Hershey is an excellent candidate for the position of Student Trustee and I whole-heartedly recommend her for this important position.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Jane Semler'.

Jane Semler, MS, MT(ASCP)
Professor and MLT to MLS Program Coordinator
Faculty Senate President



Recommendation letter for Student Trustee

To Whom it May Concern:

I am pleased to recommend Olivia Hershey to serve as a student trustee for Austin Peay State University. She is currently in her the third year serving as our scholarship worker in Procurement and Contract Services. She has fulfilled the required hours for the scholarship on time and worked the scheduled hours. Her dedication and work ethic led us to hire her as a paid student worker once she completed her scholarship hours. In working with and training Olivia in our office, she has proven she is trustworthy to be given more complex work than other student workers.

Olivia is also dedicated to maintaining her grades and the college experience. She is in the Honors Program and in President's Emerging Leaders Program. She actively seeks out opportunities that will enhance her knowledge of her field of study. During this past summer, she was an intern in the Procurement Office with the TN Department of General Services. She also interned with ALCO Products, a design and manufacturing company, in production and engraving.

Olivia would make an excellent candidate for the student trustee position. Her steadfast character, willingness to work, and enthusiasm for being a student at APSU would be an asset. I highly recommend her for this position.

Sincerely,

A handwritten signature in cursive script that reads "Lois Culwell". The ink is dark and the signature is fluid, with the first and last names being clearly legible.

Lois Culwell
Buyer 1
Procurement and Contract Services
Austin Peay State University



President's Emerging Leaders Program

22 October 2021

Dear Colleagues,

I am honored to write today in support of one of the finest students I have encountered in thirty years of teaching. Ms. Olivia Hershey has applied for the position of Student Trustee with the Austin Peay State University Board of Trustees, and it is a pleasure to recommend her in very high terms. Olivia is a junior in the President's Emerging Leaders Program (PELP) at Austin Peay State University, a program of which I am the director. Only twenty students are admitted to the program each fall, so the process is highly selective. Olivia's class is blessed with multiple high-achieving students, and even so, she is among the small group that I refer to as 'leaders among leaders.' I also have the pleasure of instructing the PELP freshmen, so Olivia was both my student in class and she remains a mentee in my capacity as director of the program. She is impressive on many levels, but I will restrict my remarks here to two principal areas, her character and her intellectual prowess. I will address the latter first.

PELP students take a one-credit hour course each term that they are enrolled at APSU. The freshmen in PELP spend the fall term working on a definition of leadership. There is a text, and there are multiple speakers--from public figures to coaches--who address the students on various aspects of leadership, but much of the class is based on discussion. The students who actively participate in the class take away a proportionately greater amount of understanding about the topic. Olivia always had incisive comments and questions for the speakers. She has a rare talent for diplomacy, coupled with great perspicuity, that allows her to frame even potentially uncomfortable questions in the kindest way! Olivia is a careful listener, and she always hears multiple ideas that start the wheels turning in her head; although she is probably not aware of it, her enthusiasm for chasing down an idea, her determination to understand and explore, and her joy in the process of discovery is written all over her face. You can read her sharp mind in her eyes, and in a lecture, she maintains a razor-sharp focus on the speaker. Olivia is a clear and methodical thinker, a highly critical thinker, and that is a skill that she has clearly developed over much time and with much effort. In addition to having a quick mind, Olivia is also an extremely articulate individual. One can always tell when a student is a reader, and Olivia is clearly a reader.

The spring term of freshman year is spent on principles of argumentation, deductive and inductive logic, and logical fallacies. In this class, the goal is to bring students to the point where they can devise arguments for or against a point quickly, and spot the weaknesses or fallacies in opposing arguments. We approach this with a series of worksheets and some brief assignments from a text. Again, in this class, Olivia was an outstanding participant. She is 'a quick study' as we used to say, and she absorbs abstract concepts easily. Her mind is running so quickly, quicker than she knows, and she rarely lets it rest. I am happy to report that Olivia is circumspect, so she weighs her thoughts carefully before she speaks. While I admire her intelligence and her amazing work-ethic, it is really her character that causes Olivia to stand out in such high-relief.

From the time that I interviewed her for PELP, I knew that I wanted her to be a part of the program. Olivia simply personifies integrity, a quality that shines in all that she does. Her enthusiasm, her attitude, her drive, and her commitment to public service all are constantly visible, almost tangible. We recently did a service project in the Honors Commons to assemble birthing kits for midwives in Haiti. Olivia showed up early, as always. She had already volunteered to double check the supplies to be sure that we had enough of each item. She helped to organize the workstations, and stayed until everything was finished, at which time she helped clean up and put the furniture back in place. She is clearly not afraid to roll up her sleeves and dig in. She is committed, punctual, never misses class, and is always thinking. When the Mayor of Clarksville, the Hon. Joe Pitts, addressed her freshman class, he asked for ideas about how the city could improve. Olivia was one of the first to engage him in conversation, and she carried on that conversation after the end of class. Indeed, she and another PELP classmate quickly embarked on a mission to create a young adult advisory council in Clarksville to work directly with the Mayor's office. That project stalled during the pandemic, but I hope that they will be able to resurrect it. They are both wonderful people, and they were proceeding slowly with care in order to get this board established on a firm foundation. They met with me several times to flesh out ideas for the board and I believe such a board as they conceived would be helpful to the city. Whenever she comes into my office, she brightens my day, not only because she always wears a smile, and has such a fantastic, grateful, can-do attitude, but because I know that the ensuing conversation will be interesting, engaging and fruitful.

Olivia has shown further interest in the community by conscientiously attending the lecture series that we host in the Honors Commons, called REAL Talk Workshops. (REAL is an acronym for Raising Engagement and Awareness for Life.) These workshops bring together local experts and faculty to discuss matters of substance in the community. Topics have focused on such issues as homelessness, preventing

animal cruelty, and this term on food insecurity. These are difficult, complicated topics, and Olivia is among the faithful who attend these lectures regularly. Here too, she always has thoughtful questions for the speakers. She is an active participant in the life of the community and the life of the mind. It hardly needs to be said that she is doing all of this in addition to her regular studies. She is just amazing.

I am thoroughly impressed with Olivia both as a student and more importantly as a human being. She has demonstrated multiple times in multiple ways her concern for the well-being of others, her concern for the university, and for the community and country. Olivia is a team player who has a profound sense of integrity, an amazingly positive attitude, and can brighten a room just by entering it. Furthermore, Olivia is passionate about supporting Austin Peay State University. She loves this school and she regularly tells others about that love. She has helped me with AP Days, and she is never shy about 'selling' APSU. She will not let you down. I am pleased to recommend her in the very highest terms for the position of Student Trustee on the APSU Board of Trustees. Thank you very much for your consideration of this fine young person as a member of the Board. If you have any questions or would like more information about anything in this letter, you are welcome to contact me by email, winterst@apsu.edu, at my office phone, 931-221-7118, or on my cell phone at 931-338-3680.

Sincerely,

A handwritten signature in black ink, appearing to read "Timothy F. Winters", with a stylized flourish at the end.

Timothy F. Winters, Ph.D.

Director, President's Emerging Leaders Program

Director, Honors Program

Professor of Greek and Latin

**Austin Peay State
University**

Student Code of Conduct

POLICIES

Issued: March 30, 2017

Responsible Official: Vice President for Student Affairs

Responsible Office: Office of Student Affairs

Policy Statement

Anyone who enrolls at APSU is entitled to all rights granted to him/her by the Constitution of the United States and is entitled to the full protection of the law. Apart from those rights and duties enjoyed by non-students, enrollment in the University carries with it special privileges and imposes special responsibilities. The University has established regulations and certain due process procedures essential to an atmosphere of mutual respect that is sensitive to rights of all individuals.

The Code of Student Conduct is published annually in the APSU Student Handbook and can be accessed at the following website:

<https://www.apsu.edu/handbook/student-code/>

Purpose

The purpose of this policy is to provide Austin Peay State University students with a comprehensive document that explains their rights and responsibilities and to provide students with established regulations which articulate due process procedures.

Revision Dates

APSU Policy 1:013 (previously 3:013) – Rev.: March 30, 2017

APSU Policy 1:013 – Rev.: August 15, 2012

APSU Policy 1:013– Issued: November 2, 2001

Subject Areas:

Academic	Finance	General	Human Resources	Information Technology	Student Affairs
					<input checked="" type="checkbox"/>

Approved

President: signature on file
