

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE
APRIL 2021 MEETING

9:15-10:30am ET
Friday
April 23, 2021

The Model Mill
602 Sevier Street
Johnson City, TN

AGENDA

- I. Call to Order
- II. Roll Call
- III. [Approval of the Committee Minutes from February 19, 2021 - \(Green\)](#)

ACADEMICS: Action Items (25 minutes)

- IV. [Approval of New Academic Program Proposal for the Establishment of a Master of Science in Orthotics and Prosthetics - \(Bishop\)](#)
- V. [Approval of New Academic Program Proposal for the Establishment of a Master of Fine Arts in Digital Media - \(Bishop\)](#)
- VI. [Promotion and Tenure of Faculty Members - \(Bishop\)](#)
- VII. [Academic Calendars for 2023-2024, 2024-2025, and 2025-2026 - \(Bishop\)](#)

RESEARCH: Information Item (20 minutes)

- VIII. [ETSU 2019 Graduates Post-graduation Outcomes and 2021 Outlook - \(Hoff\)](#)

STUDENTS: Information Item (20 minutes)

- IX. [Undergraduate Enrollment Approach and Strategy Discussion - \(Sherlin, Mayhew, Levesque\)](#)

GENERAL INFORMATION ITEMS (10 minutes)

- X. Committee Discussion
- XI. Other Business
- XII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 23, 2021

ITEM: Approval of the Minutes of February 19, 2021

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

The minutes of the February 19, 2021 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

MOTION: I move that the Academic, Research, and Student Success Committee adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the February 19, 2021 meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

MINUTES

February 19, 2021
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met at 9:40 a.m. on Friday, February 19, 2021, at the Martin Center for the Arts on State of Franklin Road in Johnson City. Due to the extraordinary circumstances surrounding the COVID-19 pandemic, only board members and staff attended in person; public attendance to the meeting was available via livestream.

I. Call to Order

Dr. Linda Latimer, chair of the Academic, Research and Student Success Committee, called the meeting to order at 9:40 a.m.

II. Roll Call

Board Secretary Adam Green led the roll call. Committee members present were:

Trustee Janet Ayers
Trustee Virginia Foley
Board Chairman Scott Niswonger
Trustee Melissa Steagall-Jones
Chair Latimer

Dr. Green stated there was a quorum; however, in accordance with Tennessee Code § 8-44-108 Section (c)(3), he needed to present a series of questions to the committee members, and that due to some trustees participating remotely, all votes must be taken by roll call. In response to these questions, Trustee Ayers indicated that she could hear clearly and that no one was present in the room with her; likewise, all trustees present in person indicated they were able to hear Trustee Ayers. Dr. Green also noted for the record that Trustees Dorothy Grisham and Steven DeCarlo were participating remotely and that Trustees Ron Ramsey and Kelly Wolfe were participating in person.

III. Approval of the Committee Minutes from November 13, 2020

Trustee Steagall-Jones moved that the minutes from the November 13, 2020, meeting be approved. The motion was seconded by Trustee Ayers and passed unanimously through a roll call vote.

IV. Approval of the new Academic Program Proposal – Doctorate in Occupational Therapy

Dr. Wilsie Bishop, Senior Vice President for Academics and Interim Provost, presented the New Academic Program Proposal for the Clinical Doctorate in Occupational Therapy, the final step in a series of review protocols necessary for the new program's establishment. The occupational therapy program had previously been approved as a Letter of Notification by the Board of Trustees in April 2019, under the former procedure that required two reviews by the Board, and has been reviewed and approved by the Tennessee Higher Education Commission (THEC) following public comment. If approved by the Board of Trustees, it will be sent again to THEC for final approval. She noted that under the old procedure, the Board saw a given academic program proposal twice – once as a letter of notification to obtain approval to plan the program and again as a final proposal to go before THEC; the new procedure, which could save three to six months in the review process and bring new programs to students faster, involves a letter of notification that says following Board review, the university may take action and proceed to THEC.

Dr. Don Samples, Dean of the College of Clinical and Rehabilitative Health Sciences (CCRHS), presented the proposal for the Clinical Doctorate Degree in Occupational Therapy (OTD) (*see full program proposal and PowerPoint presentation in meeting materials*). He noted that the college has been working on this process for a little over two years, developing the curriculum and addressing accreditation issues with the goal of having the program operational by summer 2022. He stated the OTD is desirable for ETSU because the occupational therapy profession's mission and goals align appropriately with the university's missions and goals of improving the quality of life of the citizens of this region and the greater Appalachian area. It will add to the diverse academic portfolio in the health sciences at ETSU and broaden the comprehensive nature of the rehabilitative educational offerings within his college. It will have a positive impact on the quality of care delivered to the citizens of the region.

Dr. Samples noted that initial application for accreditation by the Accreditation Council for Occupational Therapy Education (ACOTE) will be submitted this spring. He pointed to high demand both regionally and nationally for occupational therapy practitioners. Job growth is projected to be 31.9 percent regionally due to the aging of the population.

Dr. Samples said the proposed program features an interdisciplinary curriculum that may be completed in eight terms over three academic years. Six full-time faculty will be needed to serve the projected enrollment; space will be available for 30 students per cohort (24 in the inaugural cohort), and the program is expected to operate at a full capacity of 90 students by year four (2025-2026). ETSU would be the first public institution within more than 200 miles to offer an OTD program in Tennessee, and the only one to offer the degree with other established graduate rehabilitation programs

within the same college (currently Physical Therapy, Speech-Language Pathology, and Social Work, with Orthotics and Prosthetics now in development) and within a broader university interprofessional education program.

Dr. Samples pointed out that the program will be funded through carryover and contingent funding by the CCRHS, and there are currently no grants or gifted funds available for establishment. He said the program is expected to have revenue that exceeds expenditures by the third year. The classroom, laboratory, office and storage space for the program will be located on the first floor of Building 2 on the Quillen Veterans Affairs Medical Center campus, which will also house the proposed Orthotics and Prosthetics program. The Physical Therapy program is housed on the second floor of the same building.

Trustee Foley moved that the committee recommend adoption of the proposal by the Board of Trustees. The motion was seconded by Trustee Steagall-Jones and passed in a roll call vote.

V. Approval of Letter of Notification – M.S. in Applied Data Science

Dr. Bishop presented the Letter of Notification for a new Master of Science in Applied Data Science following its approval internally by the Academic Council, University Council and President Brian Noland. Pending Board of Trustees approval, the item will be sent to THEC, where it will be posted for public comment, undergo review by external academic evaluators, and be submitted for final approval. Unless substantial changes are made in the THEC review process, no additional action will be required by the Board.

Dr. Sharon James McGee, Dean of the College of Graduate and Continuing Studies, presented the details of the new program (*see full program proposal and PowerPoint presentation in meeting materials*). She said data scientists, who organize and analyze data for decision-making in multiple industries, are in high demand, with 11.5 million job openings predicted to be available by 2026. In this region, it can take up to a year to fill a position. Average salaries range from \$95,000-\$102,000. The program will appeal to working students due to its flexibility; it features on-ground and online, full-time and part-time, and thesis and non-thesis options. It will be distinctive because of its applied nature and partnerships with industry. It is interdisciplinary, with the Departments of Mathematics and Statistics and Computing providing the core curriculum; electives will be drawn from such disciplines as geosciences, public health, economics, psychology, anthropology, sport science and more, which will give students a wide breadth of experience. Current interest among students is high, and the 36- to 39-credit-hour program is expected to start with 12 and ultimately accept 24 new students each year. The program will contribute to revenue growth and supports state and ETSU goals, including enrollment growth, increasing computer science and data analytics offerings, providing partnerships between higher education and industry, and improving the quality of life in the region and beyond.

Following brief discussion regarding the interdisciplinary nature of the program and the efforts made by faculty in planning, a motion was made by Trustee Niswonger and seconded by Trustee Steagall-Jones to recommend adoption by the Board of Trustees a resolution approving the establishment of the Master of Science in Applied Data Science and directing the university to submit the Letter of Notification to THEC and complete all additional steps required by THEC and ETSU for full implementation of the program should THEC support the proposal during its post-external judgment determination. The motion passed unanimously with a roll-call vote.

VI. Academic Action Notification for Period of August 1, 2020, through December 31, 2020

Dr. Bishop presented the Academic Action Notification for the Period of August 1-December 31, 2020 (*see summary and full report in meeting materials*). Dr. Bishop said that while all of the academic actions are taken to improve the strength and variety of academic programs, she wanted to call particular attention to the M.S. in Information Systems, which is developing as a free-standing degree program from an existing concentration within the current M.S. in Computer Science program. She noted the name change of the Clinical Alcohol and Drug Abuse Counseling Studies in the Department of Social Work to Clinical Addiction Counseling Studies, reflecting more current terminology. A new concentration Health Care Marketing is being added to the MBA program, offered in partnership with the Department of Allied Health, in response to feedback from current students, recent graduates and industry leaders. The Accelerated MBA program has added three new popular concentrations: Cybersecurity Management, Business Analytics, and Health Care Marketing.

As this was an information item, no action was required.

VII. Update on Center of Excellence in STEM Education

Dr. Janna Scarborough, Dean of the Clemmer College, provided an update on the Center of Excellence in STEM Education (*see summary and PowerPoint presentation in meeting materials*), which is seeking THEC approval for a name change from the original Center of Excellence in Mathematics and Science Education. This Center was started in 2006 and was one of the first Centers of Excellence of its kind in Tennessee. At that time, the STEM acronym (science, technology, engineering and mathematics) was not in widespread use. Since then, technology, engineering education and computing have been added to mathematics and science as areas of focus, and the College of Business and Technology has joined the original collaborators – Clemmer College and College of Arts and Sciences – in this venture, which seeks to achieve excellence in STEM education at all levels, from P-16. The name and structure change better reflect the work of the Center in integrated STEM education and new science education standards. Dr. Scarborough shared more of the history of the Center and noted its ongoing projects, including the Governor’s School in Integration of Biological and Statistical Sciences, Eastman MathElites and SciencElites programs, the Northeast Tennessee STEM Hub, and a Mathematical Olympiad for elementary and middle schools. In 2020, the Center stayed

current by focusing on virology and COVID-19 data sets. Future endeavors planned by the Center include a Governor's School in Synthetic Biology starting in 2022, seeking additional major funding from the USDoE and National Science Foundation, a focus on "Epidemiology as a STEM Education Field," and partnering with the Niswonger Foundation on its \$8 million Department of Education grant by engaging in teacher training in epidemiology and open source computer languages in statistics. The Center also provides professional development for current teachers, helping them keep up with emerging information and skills in the field, while preparing the next generation of educators. Dr. Scarborough said the Center's desire is to contribute to a comprehensive, coordinated vision of STEM education and economic development.

Chair Latimer said she was excited about the integration and collaboration among colleges exhibited by the Center. President Noland added his thanks to the Center leadership and faculty across campus for the work they have done in this effort, noting that the Board has encouraged the university to pursue important opportunities available to the institution in the space of STEM, and this brings the campus closer to some of the visions and aspirations that have been established by the Board.

VIII. Update on Search for New Senior Vice President of Academics/Provost

Dr. Keith Johnson, Vice President for Equity and Inclusion and Chair of the Search Committee for the new Senior Vice President of Academics/Provost, gave an update on the search process (*see timeline in meeting materials*). He outlined key upcoming dates in the process: On March 9, the Search Committee will receive a recommendation from the search firm of 8-10 of their recommended top candidates; the Committee will recommend 8-10 candidates on March 19; in late March, the Committee will conduct interviews via Zoom with 8-10 candidates, and then narrow the pool down to four to invite for interviews on campus during the first two weeks of April; and upon the conclusion of the interview sequence an offer may be extended to the selected candidate.

Chair Latimer said this is an important step for the university. She said the successful candidate will have big shoes to fill following Dr. Bishop, and said Board members would be excited to meet the finalists.

IX. Update on Southern Association of Colleges and Schools

Dr. Cheri Clavier, Director of Institutional Effectiveness and Accreditation Liaison, provided an overview of the process and timeline that will be followed in the upcoming Southern Association of Colleges and Schools Commission on Colleges reaffirmation process (*see summary and PowerPoint presentation in meeting materials*). This process is required every 10 years; the last reaccreditation process occurred in 2013, with some significant visits taking place since that time due to the governance change to the Board of Trustees in 2016 and the fifth-year report in 2018. The three-year process leading up to 2023 began in December 2020 with virtual orientation, which was attended by 37 administrators and staff from ETSU. The next step is compliance certification, which must be completed in September 2022. Dr. Clavier explained that this normally involves

the institution responding to all 75 core requirements and standards, but SACS implemented a differentiated review process this year, in which institutions must apply and meet eligibility requirements and be approved to take part. ETSU was approved to be one of the first classes to undergo this differentiated review process and will therefore complete a modified compliance certification in which it responds to fewer standards; by participating in this process for 2023, ETSU will not be eligible to participate it again in the 2033 reaffirmation process. ETSU will document compliance with 40 core requirements and standards instead of all 75, but is expected to maintain compliance with all 75.

An off-site peer review process will take place in November 2022, followed by the submission of a Quality Enhancement Plan in February 2023; this is a five-year initiative designed to improve student learning and/or success, and ETSU is looking to address student equity and student access and success in this QEP, in alignment with THEC Quality Assurance Funding standards. The most public step in the process is the on-site peer review that will take place in April 2023, with a team of evaluators visiting campus and talking with faculty, staff and students, followed by the final decision in December 2023.

President Noland stated that December 2023 seems like an eternity from now, but the activity that must occur between now and then to ensure that the university remains in compliance with SACS is comprehensive. He noted that the last time ETSU went under a SACS review, it was governed by the Tennessee Board of Regents, and the university wished to provide the Board a picture early of the efforts that will be undertaken to ensure continued compliance, which is critical for receipt of federal funding, federal financial aid, and a broad range of other elements.

X. Update and Discussion on Ballad and the Coordinating Council

Dr. David Linville gave an update on the ETSU/Ballad Coordinating Council. He said the Council has not met as a group since the last Board meeting in November, but the sub-councils in education, research, and clinical services have been working. He said work this year is focused on how to respond as partners in light of the COVID-19 pandemic, which is dictating the issues that must be dealt with. He said ETSU has worked closely with Ballad to ensure maintained academic continuity for learners, so despite the fact that Ballad had significant numbers of patients in the hospital, ETSU's ability to rotate students in clinicals was not limited. Now that vaccines are becoming available, ETSU nursing and pharmacy students will participate with Ballad in providing these to the community. Work continues with the Center for Rural Health Research and Strong BRAIN Institute. Dr. Linville reminded the Committee that the challenge in continuing to grow and develop the relationship between ETSU and Ballad relates to marrying different cultures of health care delivery. He said Board members' help in having conversations with community partners and colleagues is still vital in this developing partnership, through which both institutions will become stronger in terms of their ability to provide

health care for the people of the region. Dr. Linville noted that there are other clinical enterprise items that Dr. William Block, Vice President for Clinical Affairs and Dean of medicine, and his team have been working on. He said ETSU has been partnering with Ballard and exploring a clinic for individuals who have long-term problems related to COVID.

XI. Research Corporation Update

President Noland provided an update on efforts to restructure the long-standing Research Foundation into a flexible and innovative Research Corporation. The Research Foundation Board met in December to take action on bylaws revision, structure, board composition, staffing, and vision. Dr. Noland said the bylaws were reconstituted and the membership of the board, from a structural and competency perspective, was outlined. Over the next few months, the new President and CEO of the Research Corporation, Mr. David Golden, will begin working to round out the board to fill the needed competencies and begin to shape a vision to deepen a culture of research at the university.

Mr. Golden said one of the challenges that has occurred since the university's founding in 1911 is the redefinition of a region. At that time, the region was insular and not really affected by things that happened outside the region, and the world moved more slowly. He referred to Board Chairman Niswonger as someone who has done well in learning to fly, and said that the question now is how ETSU continues to fly faster and farther given how fast the world is changing. Mr. Golden said that the Research Corporation can help remove barriers and help faculty run faster in meeting the academic demands of the world, such as enhanced offerings in digital media marketing certification for working adults and the synthetic biology offerings referenced earlier in the meeting.

Mr. Golden said that in addition to STEM education and experiential learning, the Research Corporation will also focus on regional development and entrepreneurship. He said an entrepreneurial student or faculty member could approach the Research Corporation with a great idea and find assistance in helping that idea take off. He said he is excited about the potential of ETSU to rise up 110 years after its founding and better not only the lives of the people of the region, but people around the world.

Mr. Golden also shared a mock-up of the Research Corporation's website.

XII. Adjournment

There being no further business, Chair Latimer adjourned the meeting at 10:51 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 23, 2021

ITEM: NAPP for the Establishment of a Master of Science in Orthotics and Prosthetics

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

The New Academic Program Proposal (NAPP) for the Master of Science in Orthotics and Prosthetics is the final step in a series of ETSUBT review protocols necessary to the establishment of a new academic program. This program was approved as a Letter of Notification in September 2019, and has since been reviewed and approved for comprehensive review by THEC following public comment. This comprehensive review included assessment by an external content area expert who provided suggestions for program enhancement that have been integrated into the final proposal. Pending the Board of Trustee's approval, this program will be sent to THEC for final Commission approval. The proposed implementation date for this program is Summer 2022.

Executive Summary Masters of Science in Orthotics and Prosthetics:

The College of Clinical and Rehabilitative Health Sciences (CCHRS) proposes to establish a program of study that leads to a Master of Science in Orthotics and Prosthetics (MSOP), which will be housed within the Department of Rehabilitative Sciences. The department's portfolio of programs includes an undergraduate major in Rehabilitative Health Sciences, undergraduate and graduate programs in Nutrition and Dietetics, and a Doctorate of Physical Therapy (DPT). The college recently received ETSU Board of Trustees approval to implement a Doctorate of Occupational Therapy (OTD). The proposed MSOP provides a full complement of physical rehabilitation programs that are offered within our college. This degree would be the first degree of its kind in the state of Tennessee and surrounding Appalachia, and it would be one of the few graduate programs in orthotics and prosthetics (O & P) offered by a public institution in the US. According to the Bureau of Labor Statistics, the need for orthotists and prosthetists in U.S. is projected to grow much faster than average with a 17% increase from 2019 (10,000) to 2029 (11,700). Without more schools graduating more providers, there will be a shortage of qualified workers. Currently, there are only 12 accredited O & P schools in the nation. There are no accredited O & P schools in Tennessee or within 400 miles of Johnson City, TN. Given the

regional and national need, it is critical that more qualified students enter O & P programs to assure access to quality care for individuals with amputations, neuromuscular, and orthopedic impairments.

The MSOP will be 70 credit hours, including didactic and lab coursework and clinical experiences. Highlights of the curriculum include:

- Two academic years
- Six terms 15 students per cohort
- Three full time faculty, one laboratory technician
- Curriculum focused on training clinical practitioners as problem solvers and technology managers

The proposed program will be located one floor below the existing DPT program in Building 2 on the Veteran's Administration Campus. Renovations are expected to begin August 2021 of approximately 14,000 square feet of space to house the developing MSOP and OTD programs. Five-year projections have been calculated with a 3% annual increase where appropriate. Expenses will begin in the planning year with the addition of a program director (started July 2020), equipment, renovations, and other expenses associated with the accreditation process (i.e., consultant pay and travel reimbursement). Tuition and fee revenue will begin in year one pending the implementation of the accreditation process. Institutional reallocations will be necessary for the planning year and the first five years and will come from the College of Clinical and Rehabilitative Health Sciences. There will be no federal grants, private grants, nor gifted funds for the establishment of this program. Enrollment is based on an initial cohort of 15 full-time students. The projected number of graduates is 14, which assumes a 95% retention rate (5% attrition rate) from the first year of the program to the second year.

The specialized health care profession of O & P combines a unique blend of clinical and technical skills needed to care for patients who have neuromuscular and musculoskeletal disorders and/or patients who have a partial or total absence of a limb. The proposed MSOP program meets the State Master Plan to increase the educational attainment levels of Tennesseans by creating a graduate degree program for immediate entry into Tennessee projected labor categories, providing state-of-the-art rehabilitative care and contributing to research needs of health and interdisciplinary service.

Attachments:

New Academic Program Proposal

MOTION: I move that the Academic, Research and Student Success Committee recommend adoption of the following Resolution by the Board of Trustees:

RESOLVED: The New Academic Program Proposal (NAPP) Regarding the Establishment of a Master of Science in Orthotics and Prosthetics, is approved by the Board as outlined in the meeting materials.




EMILY HOUSE
Executive Director

BILL LEE
Governor

STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
312 ROSA L. PARKS AVENUE, 9TH FLOOR
NASHVILLE, TENNESSEE 37243
(615) 741-3605

TO: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

FROM: Betty Dandridge Johnson 
Chief Academic Officer

SUBJECT: East Tennessee State University
Orthotics and Prosthetics, Master of Science (MS)

DATE: March 24, 2021

Pursuant to THEC Academic Policy A1.0 (*New Academic Programs: Approval Process*), THEC staff will support the proposed Orthotics and Prosthetics, Master of Science (MS) program. This proposed program has satisfied all requirements with conducting a site visit and responding satisfactorily to all recommendations and suggestions by the external reviewers.

East Tennessee State University may now seek approval from the Board of Trustees (BOT). Contingent upon approval by the BOT, and a formal request indicating that such approval has been granted, East Tennessee State University may request the Orthotics and Prosthetics, MS program be placed on the Commission's agenda for approval.

cc: Brian Noland
Emily House
Bill Flora
Julie A. Roberts

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 23, 2021

ITEM: NAPP for the Establishment of a Master of Fine Arts in Digital Media

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

The New Academic Program Proposal (NAPP) for the Masters of Fine Arts in Digital Media is the final step in a series of ETSUBT review protocols necessary to the establishment of a new program. This program was approved as a Letter of Notification in April 2019, and has since been reviewed and approved for comprehensive review by THEC following public comment. This comprehensive review included assessment by external content area experts who provided suggestions for program enhancement that have been integrated into the final proposal. Pending the Board of Trustee's approval to move forward, this program will be sent to THEC for final Commission approval. The proposed implementation date for this program is Fall 2021.

Executive Summary MFA in Digital Media:

The Digital Media program has been at ETSU since the late 1990s, operating as a stand-alone department since 2017. ETSU has offered a B.S. in Digital Media since 2003 and dual-enrollment classes for high school students since 2018. Adding an MFA degree completes an end-to-end degree pathway for Digital Media from high school to terminal degree. Digital Media means a lot of things. At ETSU, the focus is on Animation, Game Design, Visual Effects, and Visualization. Gaming, which includes the other focus areas, generated \$116B in the US in 2018 eclipsing both box office and television. State-wide and regionally there is growth in the digital media sector with greater Nashville's Digital Hero Games, Traega Games, and BlackBox Realities, and Tri-cities' Untapped Collective and Action VFX. The proposed MFA in Digital Media is an on-ground, 60-credit hour terminal degree. It is the only masters-level degree in its CIP code in the state. The degree can be completed in two to three years with required credit hours encompassing individual work, teamwork, and exploratory work. A small number of elective hours are available across a wide array of disciplines including Media & Communications, Computing, Art & Design, Engineering Technology, among others. This

degree provides advanced preparation for students entering the professional creative class as digital content creators.

Enrollment is projected to level off at approximately 16 students after 4 years. The proposed program will have revenue that exceeds expenditures by the 2nd year. Institutional reallocations required in the planning year and first year of implementation will be funded by the College of Business & Technology and the Department of Digital Media. The proposed program will leverage the existing digital media hardware and software infrastructure available for the undergraduate program and expand it with more capability and specialty items as driven by graduate student research interests. Costs for these will be supported by the Digital Media Department. The program will be housed in the Millennium Center adjacent to the current undergraduate facility. The Digital Media Department is currently in the process of hiring two new faculty members to help with the undergraduate program and assist the launching the MFA.

The proposed degree has been included in the self-study for the National Association of Schools of Art & Design (NASAD) requesting initial program accreditation. ETSU's spring 2021 site visit was postponed to the spring of 2022, this is still pending at this time.

Attachments:

New Academic Program Proposal

MOTION: I move that the Academic, Research and Student Success Committee recommend adoption of the following Resolution by the Board of Trustees:

RESOLVED: The New Academic Program Proposal (NAPP) Regarding the Establishment of a Masters of Fine Arts in Digital Media, is approved by the Board as outlined in the meeting materials.




EMILY HOUSE
Executive Director

BILL LEE
Governor

STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
312 ROSA L. PARKS AVENUE, 9TH FLOOR
NASHVILLE, TENNESSEE 37243
(615) 741-3605

TO: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

FROM: Betty Dandridge Johnson 
Chief Academic Officer

SUBJECT: East Tennessee State University
Digital Media, Master of Fine Art (MFA)

DATE: February 26, 2021

Pursuant to THEC Academic Policy A1.0 (*New Academic Programs: Approval Process*), THEC staff will support the proposed Digital Media, MFA program. This proposed program has satisfied all requirements with conducting a site visit and responding satisfactorily to all recommendations and suggestions by the external reviewers.

East Tennessee State University may now seek approval from the Board of Trustees (BOT). Contingent upon approval by the BOT, and a formal request indicating that such approval has been granted, ETSU may request the Digital Media, MFA program be placed on the Commission's agenda for approval.

cc: Brian Noland
Emily House
William Flora
Julie A. Roberts

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 23, 2021

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

Promotion in rank recognizes the past achievements of a faculty member and expresses confidence that she or he is capable of even greater accomplishments and of assuming greater responsibilities. The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of permanence afforded by academic tenure.

MOTION: I move that the Academic, Research, and Student Success Committee recommend adoption of the following Resolution by the Board of Trustees:

RESOLVED: Promotion in rank and/or the awarding of Tenure is granted to the faculty members recommended by the President in the particular unit, department, or college as outlined in the meeting materials.



East Tennessee State University
Office of the President

Box 70734 • Johnson City, Tennessee 37614-1710 • (423) 439-4211 • Fax: (423) 439-4004

March 31, 2021

Adam Green, EdD
Secretary to ETSU Board of Trustees

Dr. Green,

I recommend the Board of Trustees award tenure and/or promotion to the faculty indicated on attachment A. Those listed below are recommended as exceptions permitted by ETSU policy. Attachment B provides numbers of ETSU faculty with tenure and by professorial rank in fall 2020.

Recommended as Exceptions

Dr. Natalie L. Smith

Sport, Exercise, Recreation & Kinesiology
Clemmer College

Exception: Awarding tenure prior to completing the probationary period and promotion to Associate Professor prior to completing the minimum years in rank.

Dr. Smith earned her Ph.D. at The University of Illinois, Urbana-Champaign Urbana, IL with a major in Recreation, Sport and Tourism December 2016. She earned her masters degree in Neuchatel, Switzerland in 2010 with a focus on Humanities, Management and Law of Sport. Her baccalaureate degree is from Pomona College in Claremont, CA. She joined the ETSU Faculty in in August 2016. While Dr. Smith has only completed four full years at ETSU, she has demonstrated excellence in and exceeds her department's expectations in all three areas of teaching, research, and service. She has a clearly defined plan and approaches her teaching and scholarship with enthusiasm for what she does and high regard for the success of her students. Related to research, she has 7 peer-reviewed publications and one in review. She has secured 7 grants and has made multiple presentations. Additionally, she has been in the process of coauthoring a textbook for her field of study. Dr. Smith is known for her student engagement as a teacher and advisor. She seeks to expose her students to professionals across the world through guest lectures. She has taught 20 courses during her time while developing 3 courses. Dr. Smith's service commitment has been documented to the University, her profession, and the community. Dr. Smith has been successful in her career at ETSU and offers significant potential for continued excellence. department.

Exception: Awarding tenure prior to completing the probationary period and promotion to Associate Professor prior to completing the minimum years in rank.

Dr. Bazylar joined the ETSU faculty in August 2016. He holds a Ph.D. in Sport Physiology and Performance with a Concentration: Sport Physiology and an M.A. in Sport Science from East Tennessee State University. His B.S. in Exercise Science is from Florida State University. Dr. Bazylar has successfully developed a line of research focused on athletic performance that has resulted in 22 peer-reviewed publications, 40 conference abstracts, 3 conference oral presentations, and 9 grants (3 external, totaling ~\$80,000) that he has received with colleagues and external partners nationally and internationally across multiple universities. He is currently overseeing 3 grant-funded projects focused on physiological and performance changes in athletes. Dr. Bazylar has a student-centered learning teaching philosophy. He has been heavily engaged in student mentoring as evidenced by service on 27 capstone, thesis, and dissertation committees, 9 of which Dr. Bazylar chaired while teaching 3-4 classes per semester. Dr. Bazylar's service commitment to the University, her profession, and the community has been documented. Dr. Bazylar's academic success demonstrates a strong start to his career and offers significant potential for continued excellence.

Exception: Awarding tenure prior to completing the probationary period and promotion to Associate Professor prior to completing the minimum years in rank.

Dr. Harrison joined the ETSU faculty in August 2016. In 2019 she was named the inaugural holder of the Stanley P. Williams Faculty Fellowship in Marketing. Dr. Harrison earned her Doctor of Business Administration degree from Kennesaw State University with a concentration in Marketing. She received her MBA from ETSU and her baccalaureate degree in public relations from Middle Tennessee State University. Her department chair notes that she has, "an impeccable research record, with seven peer-reviewed journal articles and one conditionally accepted at present. Dr. Harrison's publications appear in top-tier journals in the field, including publications in *Journal of Business Research*, *Journal of Business & Industrial Marketing*, *Journal of Marketing Theory and Practice*, and *Journal of Product & Brand Management*." Dr. Harrison is viewed as a valuable faculty member who goes the extra mile to support her students ability to achieve academic and personal success. She is consistently rated one of the top teaching faculty in her department. Her record of departmental and university service as well as her service within the community and her profession are exemplary. Dr. Harrison demonstrated success in her profession in private enterprise before joining the College of Business and Technology faculty and continues to show both academic achievement and potential for continued success.

Exception: Awarding promotion to Professor prior to completing the minimum years in rank.

Dr. Kilaru joined the ETSU faculty in August 2011. She was tenured and promoted to Associate Professor in 2016. She holds the Ph.D. degree in Environmental and Evolutionary Biology from the University of Louisiana at Lafayette. She also holds a Masters of Science in Biotechnology and a Bachelor of Science in Botany, Zoology and Chemistry. Dr. Kilaru has national and international recognition and research collaborations in her field of lipid biology. She lists 23 national & international scientific presentations, 35 regional presentations, and 19 invited seminars since her last promotion. As an NSF funded researcher, a major focus of Dr. Kilaru's teaching is to prepare her students for academic and research careers including pursuing independent competitive grants under her advisorship. Of the 38 grants that her students applied for since 2015, 11 have been funded. Dr. Kilaru has contributed to the profession as an editorial board member and reviewer for the journals Scientific Reports, Frontiers in Agricultural Biological Chemistry, and the International Journal of Biochemistry & Molecular Biology. She is an active participant and holds leadership roles in the American Society of Plant Biologists, the Gordon Research Conferences on Plant Lipids, and the International Molecular Moss Science Society. She also contributes to the work of her department, the college, the university, and the larger community, through her work on various service committees. Dr. Kilaru has demonstrated excellence in her faculty role and has demonstrated the potential for continued success.

Exception: Awarding tenure prior to completing the probationary period and promotion to Associate Professor prior to completing the minimum years in rank.

Dr. Zahner received his PhD in Integrative Biosciences (Neuroscience) at Pennsylvania State University College of Medicine and completed a Post-doctoral Fellowship at Johns Hopkins University School of Medicine. He holds an M.S. Human Sciences (Nutritional Sciences) from Florida State University and a B.S. in Agriculture and Natural Resources (Nutritional Sciences) from The University of Connecticut. Dr. Zahner joined the ETSU faculty in fall of 2017. Prior to this, had significant research and teaching experience at Pfizer and other higher education institutions. He has demonstrated exemplary academic achievement within the three years of his appointment. Dr. Zahner has aggressively sought extramural funding. In this first year at ETSU he submitted 2 separate NIH R15 grants as the principle investigator, both of which received funding for 3 years totaling \$436,800 and \$437,225, respectively. He also was the recipient of an ETSU RDC Major Grants Program award in the amount of \$10,000. In addition to acquiring intra and extramural funding, Dr. Zahner published three full length research articles in peer-reviewed journals. Dr. Zahner has been recognized for playing a significant role in mentoring undergraduate students and receiving positive peer reviews of his teaching. Dr. Zahner has

departmental, college, university and professional service activities that have supported the work of the college and department, especially noted is his work on the College Curriculum Committee which responded to significant curricular change required by new accreditation criteria for the College. Dr. Zahner has demonstrated excellence in his faculty role and potential for continued success.

I am honored to recommend for tenure or promotion the faculty named in this letter and those on the documents accompanying it.

Sincerely,



Brian Noland
President

Attachments

Copies:

Wilsie S. Bishop
Human Resources

Tenure and Promotion Recommendations for 2021-2022

College/Faculty Name	Department	Proposed Rank ¹	Tenure Location ²	
Arts and Sciences				
	Arceo Gomez, Gerardo	Biological Sciences	Associate	Biological Sciences
	Bishop, Gregory	Chemistry	Associate	Chemistry
	Burkey, Linde	Criminal Justice & Criminology	Associate	Criminal Justice & Criminology
	Foster, Cerrone	Biological Sciences	Associate	Biological Sciences
	Gomez Sobrino, Isabel	Literature & Language	Associate	Literature & Language
	Harker, Cara	Theatre & Dance	Professor	
	Jost Fritz, Jan	Literature & Language	Associate	Literature & Language
P	Kilaru, Aruna	Biological Sciences	Professor	
	Luffman, Ingrid	Geosciences	Associate	Geosciences
	Mohseni, Reza	Chemistry	Associate	Chemistry
	Osborne, Dustin	Criminal Justice & Criminology	Associate	Criminal Justice & Criminology
	Rogers, Lindsay	Art & Design	Associate	Art & Design
	Stauffer, Tema	Art & Design	Associate	Art & Design
Business and Technology				
	Freeman, Michelle	Accountancy	Associate	Accountancy
PT	Harrison, Dana	Management & Marketing	Associate	Management & Marketing
Clemmer College				
	Barton, Alison	Educ Foundations/Special Educ	Professor	
PT	Bazyler, Caleb	Sport, Exer, Recreation & Kines	Associate	Sport, Exer, Recreation & Kines
	Hale, Kimberly	Educ Foundations/Special Educ	Professor	
	Mims, Pamela	Educ Foundations/Special Educ	Professor	
	Nyarambi, Arnold	Educ Foundations/Special Educ	Professor	
	Rowe, Dawn			Educ Foundations/Special Educ
PT	Smith, Natalie	Sport, Exer, Recreation & Kines	Associate	Sport, Exer, Recreation & Kines
	Tai, Chih-Che	Curriculum & Instruction	Professor	
Clinical and Rehabilitative Health Sciences				
	Cherry, Donna	Social Work	Professor	
	Dye, Heather	Social Work		Social Work
A	Sirmon-Taylor, Bess	Audiology & Speech Lang Path	Professor	Audiology & Speech Lang Path
Medicine				
	Das, Debalina	Internal Medicine	Associate	
	Huffaker, Roland	Obstetrics & Gynecology	Professor	
	Johnson, Kiana	Pediatrics	Associate	
	Justice, Nathaniel	Pediatrics	Associate	
	Rusinol, Antonio	Biomedical Sciences	Professor	
	Schweitzer, John	Pediatrics	Associate	
	Singh, Sanjay	Biomedical Sciences	Associate	
	Thewke, Douglas	Biomedical Sciences	Professor	
	Wilt, Andrew	Pediatrics	Associate	
	Xie, Qian	Biomedical Sciences	Associate	Biomedical Sciences
Nursing				
	Ousley, Lisa	Graduate Nursing	Associate	College of Nursing
	Short, Candice	Graduate Nursing	Associate	College of Nursing
Pharmacy				
	Bossaer, John	Pharmacy Practice	Professor	
	Crowe, Susie	Pharmacy Practice	Associate	
Public Health				
	Liu, Ying	Biostatistics & Epidemiology	Associate	Biostatistics & Epidemiology
PT	Zahner, Matthew	Health Sciences	Associate	Health Sciences

1 - if recommended for promotion; 2 - if recommended for tenure; A - tenure upon appointment; P - recommended for promotion by exception; T - recommended for tenure by exception

ETSU Faculty 2020-21 by Academic Rank								
College	Professor	Associate Professor	Assistant Professor	Instructor	Senior Lecturer	Lecturer	Other	Grand Total
Academic Affairs		1	1					2
Arts and Sciences	103	68	72		19	18		280
Business and Technology	26	29	17	3	3	16		94
Clemmer College	22	24	21	44		4		115
Clinical and Rehabilitative Health Sciences	13	14	36					63
Gatton College of Pharmacy	10	13	7					30
Graduate and Continuing Studies	1	1	1				1	4
Honors	2		1					3
Nursing	3	14	24	11				52
Public Health	10	19	12	3	3	2	6	55
Quillen College of Medicine	71	38	68	2				179
University Libraries	4	2	10					16
Grand Total	265	223	270	63	25	40	7	893

**Data produced after retirement incentive implemented during budget adjustments in response to COVID19*

ETSU Faculty 2020-21 by Academic Rank							
College	Tenure	On Tenure Track	Clinical	Research	Ineligible	Term Contract	Grand Total
Academic Affairs	1	1					2
Arts and Sciences	171	59	1	8	41		280
Business and Technology	50	17	1		26		94
Clemmer College	72	32	6		5		115
Clinical and Rehabilitative Health Sciences	25	12	25	1			63
Gatton College of Pharmacy	10	3	17				30
Graduate and Continuing Studies	2	1				1	4
Honors	2		1				3
Nursing	18	15	19				52
Public Health	27	9	7	6	4	2	55
Quillen College of Medicine	46	3	122	7		1	179
University Libraries	6	3	3	3	1		16
Grand Total	430	155	202	25	77	4	893

**Data produced after retirement incentive implemented during budget adjustments in response to COVID19*

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 23, 2021

ITEM: Academic Calendars for 2023-2024, 2024-2025,
and 2025-2026

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Wilsie Bishop
Senior Vice President for Academics and Interim Provost

ETSU develops its academic calendar in accordance with Federal Regulation (CFR) 34 Section 600.2 (July 1, 2011), which mandates accredited institutions comply with the established definition of a credit hour.

- ETSU offers 15-week fall and spring semester terms and a 13-week summer term.
- Dates related to registration, drop/add, and withdrawal shall be included in the academic calendar.
- Holidays and breaks are scheduled so that hours of instructional time are not affected.
- Final examinations are scheduled at the conclusion of the instructional time and noted in the academic calendar. Summer and alternative terms do not include a designated week for finals.
- ETSU may include alternate term formats compliant with federal regulations and equivalent in terms of student outcomes and competencies within the fall and spring semesters or the summer term. The university considers calendar conflicts and federal financial aid requirements when developing alternate terms.
- Fall and spring commencement ceremonies are identified.

As outlined in ETSU's Academic Calendar policy, the Registrar's Office develops the Academic Calendars, which are projected for at least three years. The attached Academic Calendars for 2023-2024, 2024-2025, and 2025-2026 have been recommended by the Academic Council and approved by the president.

Attachments:

- Academic Calendars
- President Approval

MOTION: I move that the Academic, Research, and Student Success Committee recommend adoption of the following Resolution by the Board of Trustees:

RESOLVED: The Academic Calendars for 2023-2024, 2024-2025, and 2025-2026 are approved by the Board as outlined in the meeting materials. The Registrar is directed to post the calendars per established procedure.

MEMORANDUM

TO: Dr. Brian Noland, President

FROM: Wilsie S. Bishop, Sr. Vice President for Academics and Interim Provost – representing Academic Council

DATE: March 26, 2021

SUBJECT Special Item Passed for Approval

At the March 25, 2021 meeting of the Academic Council, the following item was reviewed and passed by the Council. This item is now being submitted for your review and response documentation. Please initial beside the item to signify that you approve or decline and provide your signature below. If you have any questions about the item submitted, I am available for discussion or clarification.

Approve Decline

• **Academic Calendars for 2023-2024, 2024-2025, 2025-2026**



Brian E. Noland, President

Upon signing, please forward to the Chief of Staff, who will return a copy to the submitting individual, office, or committee

December 7, 2020 Verified	Fall 23						Spring 24						Summer 24						
	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Pre-Summer	Pre-Summer+1	Complete	Session I	Dual Session	Session II	
	15 Weeks (1)	5 Weeks (FA)	5 Weeks(FB)	5 Weeks(FC)	7 Weeks (FD)	7 Weeks (FE)	15 Weeks(1)	5 Weeks (FA)	5 Weeks(FB)	5 Weeks(FC)	7 Weeks (FD)	7 Weeks (FE)	3 Weeks(A)	8 Weeks(B)	13 Weeks(C)	5 Weeks(D)	10 Weeks(E)	5 Weeks(F)	
Registration begins	Apr 3, 23 M	Apr 3, 23 M	Apr 3, 23 M	Apr 3, 23 M	Apr 3, 23 M	Apr 3, 23 M	Nov 6, 23 M	Nov 6, 23 M	Nov 6, 23 M	Nov 6, 23 M	Nov 6, 23 M	Nov 6, 23 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	
Classes begin	Aug 28, 23 M	Aug 28, 23 M	Oct 2, 23 M	Nov 6, 23 M	Aug 28, 23 M	Oct 23, 23 M	Jan 16, 24 T	Jan 16, 24 T	Feb 19, 24 M	Mar 25, 24 M	Jan 16, 24 T	Mar 4, 24 M	May 13, 24 M	May 13, 24 M	May 13, 24 M	June 3, 24 M	June 3, 24 M	July 8, 24 M	
Last day to add a class w/o permit	Sep 3, 23 SU	Aug 30, 23 W	Oct 4, 23 W	Nov 8, 23 W	Sept 1, 23 F	Oct 27, 23 F	Jan 22, 24 M	Jan 18, 24 R	Feb 21, 24 W	Mar 27, 24 W	Jan 20, 24 S	Mar 8, 24 F	May 14, 24 T	May 16, 24 R	May 19, 24 SU	June 5, 24 W	June 7, 24 F	July 10, 24 W	
Last day to add w/o dean	Sept 10, 23 SU	Sept 1, 23 F	Oct 6, 23 F	Nov 10, 23 F	Sept 3, 23 SU	Oct 29, 23 SU	Jan 29, 24 M	Jan 20, 24 S	Feb 23, 24 F	Mar 29, 24 F	Jan 22, 24 M	Mar 10, 24 SU	May 15, 24 W	May 20, 24 M	May 24, 24 F	June 7, 24 F	June 12, 24 W	July 12, 24 F	
Census	Sept 10, 23 SU	Sept 3, 23 SU	Oct 8, 23 SU	Nov 12, 23 SU	Sept 10, 23 SU	Nov 5, 23 SU	Jan 29, 24 M	Jan 22, 24 M	Feb 25, 24 SU	Mar 31, 24 SU	Jan 29, 24 M	Mar 17, 24 SU	May 19, 24 SU	May 26, 24 SU	May 26, 24 SU	June 9, 24 SU	June 16, 24 SU	July 14, 24 SU	
Last day to drop w/o "W"	Sept 10, 23 SU	Sept 3, 23 SU	Oct 8, 23 SU	Nov 12, 23 SU	Sept 10, 23 SU	Nov 5, 23 SU	Jan 29, 24 M	Jan 22, 24 M	Feb 25, 24 SU	Mar 31, 24 SU	Jan 29, 24 M	Mar 17, 24 SU	May 19, 24 SU	May 26, 24 SU	May 26, 24 SU	June 9, 24 SU	June 16, 24 SU	July 14, 24 SU	
Last day to drop class w/o dean	Oct 16, 23 M	Sept 17, 23 SU	Oct 22, 23 SU	Nov 26, 23 SU	Oct 1, 23 SU	Nov 26, 23 SU	Mar 5, 24 T	Feb 5, 24 M	Mar 10, 24 SU	Apr 14, 24 SU	Feb 19, 24 M	Apr 7, 24 SU	May 23, 24 R	June 14, 24 F	June 14, 24 F	June 23, 24 SU	July 1, 24 M	July 28, 24 SU	
Last day to withdraw-university	Dec 6, 23 W	Sept 27, 23 W	Nov 1, 23 W	Dec 6, 23 W	Oct 11, 23 W	Dec 6, 23 W	Apr 24, 24 W	Feb 14, 24 W	Mar 20, 24 W	Apr 24, 24 W	Feb 28, 24 W	Apr 24, 24 W	May 29, 24 W	July 3, 24 W	Aug 7, 24 W	July 3, 24 W	Aug 7, 24 W	Aug 7, 24 W	
Last day of classes	Dec 8, 23 F	Sept 29, 23 F	Nov 3, 23 F	Dec 8, 23 F	Oct 13, 23 F	Dec 8, 23 F	Apr 26, 24 F	Feb 16, 24 F	Mar 22, 24 F	Apr 26, 24 F	Mar 1, 24 F	Apr 26, 24 F	May 31, 24 F	July 5, 24 F	Aug 9, 24 F	July 5, 24 F	Aug 9, 24 F	Aug 9, 24 F	
Final Exams	Dec 9-14, 23 S-R						Apr 27-May 2, 24 S-R												
Commencement	Dec 16, 23 S	Dec 16, 23 S	Dec 16, 23 S	Dec 16, 23 S	Dec 16, 23 S	Dec 16, 23 S	May 4, 24 S	May 4, 24 S	May 4, 24 S	May 4, 24 S	May 4, 24 S	May 4, 24 S							
Class Holidays																			
Martin Luther King Jr. Day							Jan 15, 24 M												
Labor Day	Sept 4, 23 M																		
Fall Break	Oct 16-17, 23 M-T																		
Veterans Day (Administrative Offices Closed)	Nov 10, 23 F																		
Thanksgiving Holiday (Administrative Offices Closed)	Nov 22, 23 W																		
	Nov 23, 23 R																		
	Nov 24, 23 F																		
Spring Break including St. Patrick's Day (Administrative Offices Closed)							Mar 11-17, 24 M-SU												
							Mar 29, 24 F												
Memorial Day													May 27, 24 M						
Independence Day (Administrative Offices Closed)													Jul 4, 24 R						

January 5, 2020 working	Fall 24						Spring 25						Summer 25						
	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Pre-Summer	Pre-Summer+1	Complete	Session I	Dual Session	Session II	
	15 Weeks (1)	5 Weeks (FA)	5 Weeks(FB)	5 Weeks(FC)	7 Weeks (FD)	7 Weeks (FE)	15 Weeks(1)	5 Weeks (FA)	5 Weeks(FB)	5 Weeks(FC)	7 Weeks (FD)	7 Weeks (FE)	3 Weeks(A)	8 Weeks(B)	13 Weeks(C)	5 Weeks(D)	10 Weeks(E)	5 Weeks(F)	
Registration begins	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Apr 1, 24 M	Nov 4, 24 M	Nov 4, 24 M	Nov 4, 24 M	Nov 4, 24 M	Nov 4, 24 M	Nov 4, 24 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	
Classes begin	Aug 26, 24 M	Aug 26, 24 M	Sept 30, 24 M	Nov 4, 24 M	Aug 26, 24 M	Oct 21, 24 M	Jan 21, 25 T	Jan 21, 25 T	Feb 24, 25 M	Mar 31, 25 M	Jan 21, 25 T	Mar 10, 25 M	May 19, 25 M	May 19, 25 M	May 19, 25 M	June 9, 25 M	June 9, 25 M	July 14, 25 M	
Last day to add a class w/o permit	Sept 1, 24 M	Aug 28, 24 W	Oct 2, 24 W	Nov 6, 24 W	Aug 30, 24 F	Oct 25, 24 F	Jan 27, 25 M	Jan 23, 25 R	Feb 26, 25 W	Apr 2, 25 W	Jan 25, 25 S	Mar 14, 25 F	May 20, 25 T	May 22, 25 R	May 25, 25 SU	June 11, 25 W	June 13, 25 F	July 16, 25 W	
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Last day of classes	Dec 6, 24 F	Sept 27, 24 F	Nov 1, 24 F	Dec 6, 24 F	Oct 11, 24 F	Dec 6, 24 F	May 2, 25 F	Feb 21, 25 F	Mar 28, 25 F	May 2, 25 F	Mar 7, 25 F	May 2, 25 F	June 6, 25 F	July 11, 25 F	Aug 15, 25 F	July 11, 25 F	Aug 15, 25 F	Aug 15, 25 F	
Final Exams	Dec 7-12, 24 S-R						May 3-May 8, 25 S-R												
Commencement	Dec 14, 24 S	Dec 14, 24 S	Dec 14, 24 S	Dec 14, 24 S	Dec 14, 24 S	Dec 14, 24 S	May 10, 25 S	May 10, 25 S	May 10, 25 S	May 10, 25 S	May 10, 25 S	May 10, 25 S							
Class Holidays							Jan 20, 25 M												
Martin Luther King Jr. Day																			
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January 11, 2021 Working	Fall 25						Spring 26						Summer 26					
	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Full Term	First 5	Middle 5	Last 5	First 7	Second 7	Pre-Summer	Pre-Summer+1	Complete	Session I	Dual Session	Session II
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Registration begins	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Apr 7, 25 M	Nov 3, 25 M	Nov 3, 25 M	Nov 3, 25 M	Nov 3, 25 M	Nov 3, 25 M	Nov 3, 25 M	Apr 6, 26 M	Apr 6, 26 M	Apr 6, 26 M	Apr 6, 26 M	Apr 6, 26 M	Apr 6, 26 M
Classes begin	Aug 25, 25 M	Aug 25, 25 M	Sept 29, 25 M	Nov 3, 25 M	Aug 25, 25 M	Oct 20, 25 M	Jan 20, 26 T	Jan 20, 26 T	Feb 23, 26 M	Mar 30, 26 M	Jan 20, 26 T	Mar 9, 26 M	May 18, 26 M	May 18, 26 M	May 18, 26 M	June 8, 26 M	June 8, 26 M	July 13, 26 M
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Last day to drop class w/o dean	Oct 13, 25 M	Sept 14, 25 SU	Oct 19, 25 SU	Nov 23, 25 SU	Sept 28, 25 SU	Nov 23, 25 SU	Mar 10, 26 T	Feb 9, 26 M	Mar 15, 26 SU	Apr 19, 26 SU	Feb 23, 26 M	Apr 12, 26 SU	May 28, 26 R	June 19, 26 F	June 19, 26 F	June 28, 26 SU	July 6, 26 M	Aug 2, 26 SU
Last day to withdraw-university	Dec 3, 25 W	Sept 24, 25 W	Oct 29, 25 W	Dec 3, 25 W	Oct 8, 25 W	Dec 3, 25 W	Apr 29, 26 W	Feb 18, 26 W	Mar 25, 26 W	Apr 29, 26 W	Mar 4, 26 W	Apr 29, 26 W	June 3 26 W	July 8, 26 W	Aug 12, 26 W	July 8, 26 W	Aug 12, 26 W	Aug 12, 26 W
Last day of classes	Dec 5, 25 F	Sept 26, 25 F	Oct 31, 25 F	Dec 5, 25 F	Oct 10, 25 F	Dec 5, 25 F	May 1, 26 F	Feb 20, 26 F	Mar 27, 26 F	May 1, 26 F	Mar 6, 26 F	May 1, 26 F	June 5, 26 F	July 10, 26 F	Aug 14, 26 F	July 10, 26 F	Aug 14, 26 F	Aug 14, 26 F
Final Exams	Dec 6-11, 25 S-R						May 2-May 7, 26 S-R											
Commencement	Dec 13, 25 S	Dec 13, 25 S	Dec 13, 25 S	Dec 13, 25 S	Dec 13, 25 S	Dec 13, 25 S	May 9, 26 S	May 9, 26 S	May 9, 26 S	May 9, 26 S	May 9, 26 S	May 9, 26 S						
Class Holidays																		
Martin Luther King Jr. Day							Jan 19, 26 M											
Labor Day	Sept 1, 25 M																	
Fall Break	Oct 13-14, 25 M-T																	
Veterans Day (Administrative Offices Closed)	Nov 11, 25 T																	
Thanksgiving Holiday (Administrative Offices Closed)	Nov 26, 25 W																	
	Nov 27, 25 R																	
	Nov 28, 25 F																	
Spring Break including St. Patrick's Day (Administrative Offices Closed)							Mar 16-22, 26 M-SU											
							Apr 3, 26 F											
Memorial Day													May 25, 26 M					
Independence Day (Administrative Offices Closed)													Jul 3, 26 F					

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 23, 2021

ITEM: ETSU 2019 Graduates Post-graduation Outcomes and 2021 Outlook

COMMITTEE: Academic, Research, and Student Success

PRESENTED BY: Michael Hoff
Chief Planning Officer

Staff will share information collected about the post-graduation outcomes of the class of 2019, the process and timeline about the collection of post-graduation outcomes of the class of 2020, and the current outlook for graduates as a discussion point for the committee. This report contains First Destination Data collected by University Career Services (UCS) and Institutional Research for undergraduate and graduate students within the class of 2019. The class of 2019 includes August 2018, December 2018, and May 2019 graduates.

The University Career Services office followed first destination survey protocols set forth by the National Association of Colleges and Employers (NACE). The first destination survey was administered October 2019 through December 2019 to 3,428 students within the class of 2019, which also includes students from the Quillen College of Medicine and the Gatton College of Pharmacy. Additional data collection occurred through a variety of means including the national student clearing house which informed us of graduate school enrollment of the class of 2019, job titles, company name and dates of employment information collected by the College of Business & Technology, the College of Public Health, the Graduate School, LinkedIn, and the ETSU Alumni Association HEP Data. HEP Data is a data analytics organization focused on providing solutions that captures employment information for career services, alumni and advancement offices.

In addition to the results of this research effort, please find the following article for discussion that will inform discussion during the meeting of the ARSS Committee.

Article for discussion: [The Crisis of Unemployed College Graduates - WSJ](#)

ETSU Post-Graduation Outcomes Class of 2019 and 2020 Outlook

Michael Hoff

ETSU Board of Trustees

*Academic, Research, and Student
Success Committee April 23, 2021*



**EAST TENNESSEE STATE
UNIVERSITY**

Overview

- Post-graduation data collection class of 2019
- Post-graduation outcomes class of 2019
- Post-graduation data collection class of 2020
- Career outlook and discussion

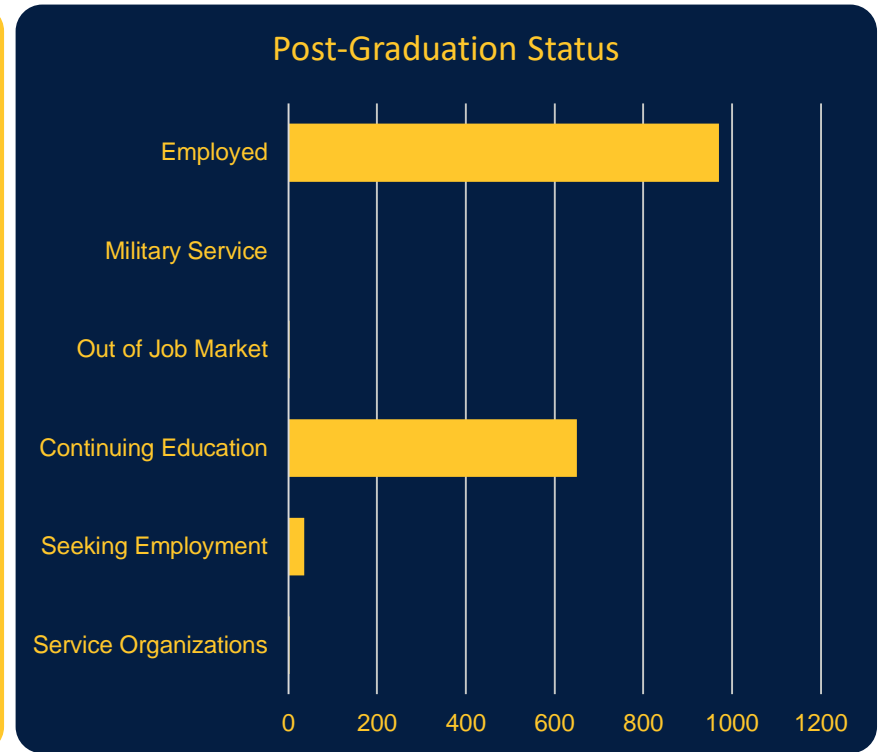
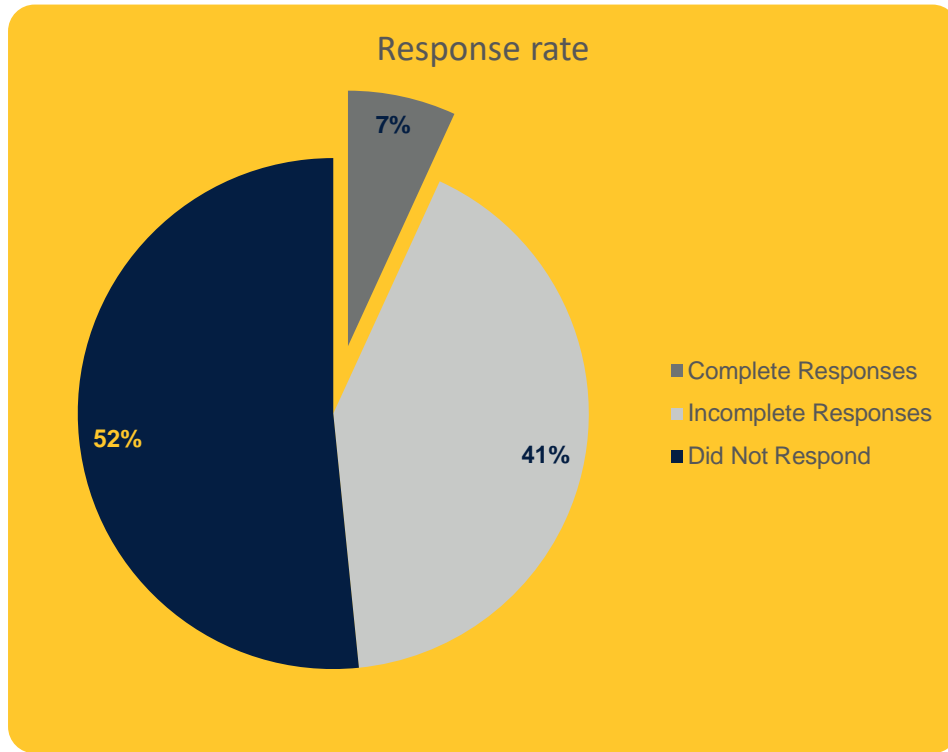


Post-graduation Data Collection Class of 2019

- University Career Services conducted a first destination survey using the protocols set forth by the National Association of College and Employers (NACE)
 - Survey sent through Handshake, a career management system, which includes the student outcomes reporting platform
- Survey sent to 3,428 graduates, 235 responded (6.9%) – additional information collected from Higher Education Partners for an overall knowledge rate of 48%

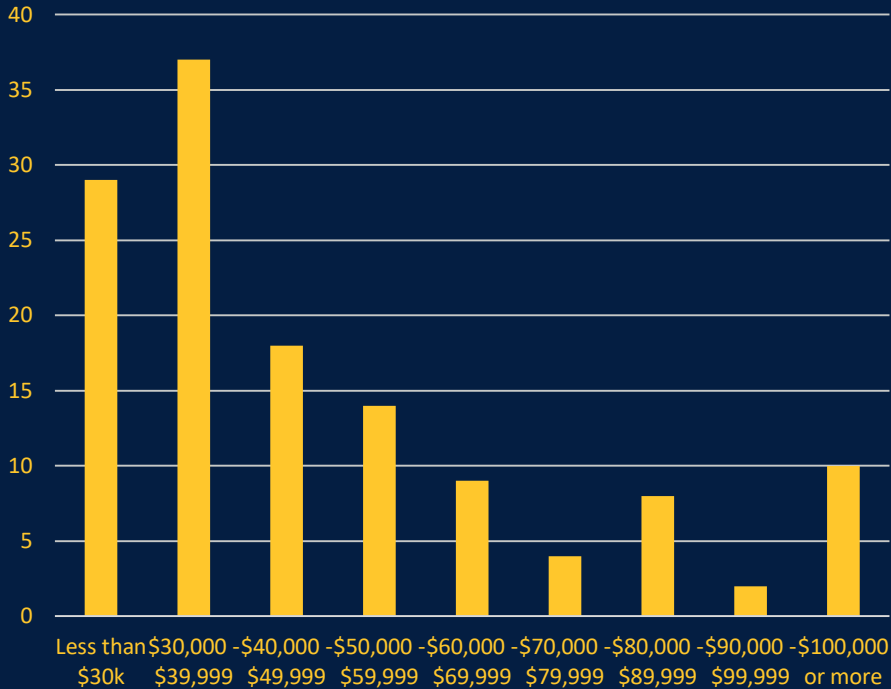


Post-graduation Data Class of 2019



Post-graduation Data Class of 2019

Full-Time Salaries



Top Employers

East Tennessee State University
Ballad Health
Self Employed

Top Schools for Cont. Education

East Tennessee State University
ETSU Bill Gatton College of Pharmacy
Lincoln Memorial University



Post-graduation Data Class of 2019

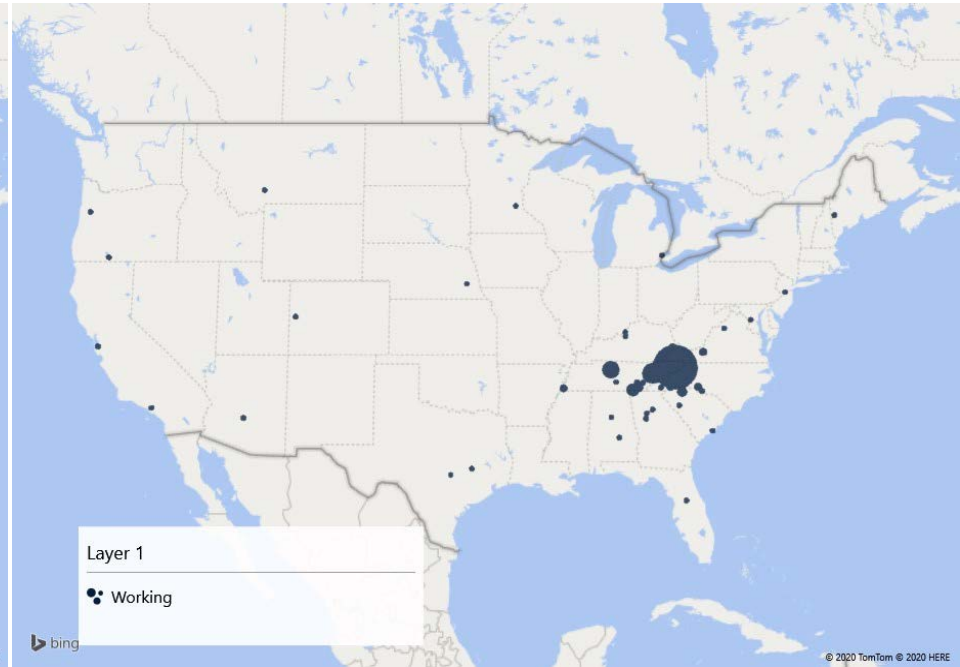
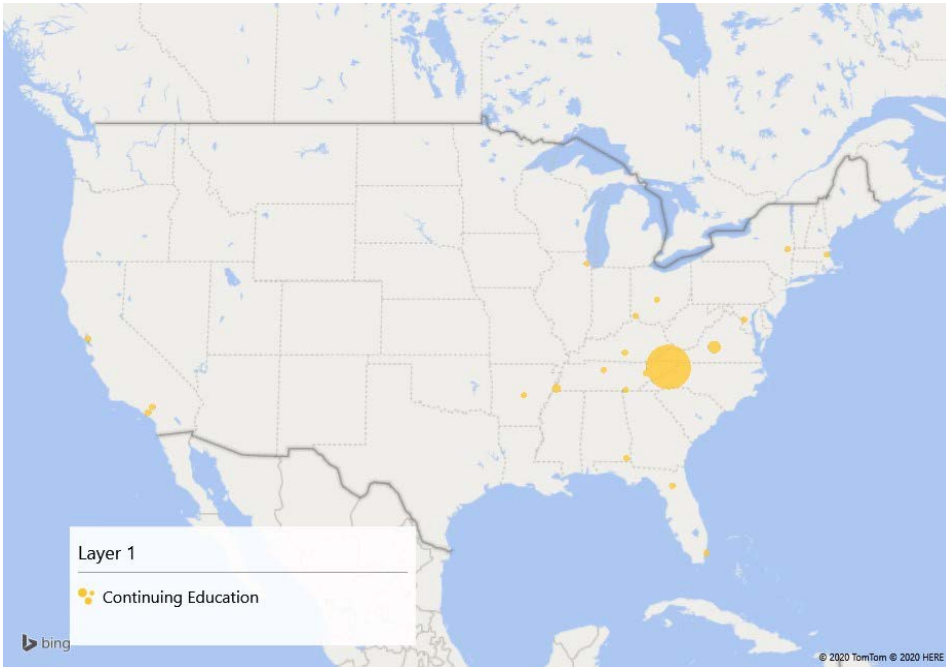
Percent of Employed Post-Graduates Working in Tennessee



70%



Post-graduation Data Class of 2019



Post-graduation Data Collection Class of 2020

- April – May 2021
 - Reconvene committee of college and university representatives to review and revise survey and develop marketing plan
- June 2021 – Launch survey
- July 2021 – Close survey
- August – September 2021 – Finalize report
- October 2021 – Present report



Career Outlook

- Post-pandemic hiring for entry-level jobs has declined 45%
- Underemployment leads to mismatched jobs after five-years
- Areas of growth:
 - Logistics analysts, distribution managers, loan officers, business and financial analysts and software and web developers

Source: [*The Crisis of Unemployed College Graduates*](#)



The Future of Education

- The 125 Chapter II committee and taskforces have business leader representation to help shape our vision
 - The process will also include employer roundtables to engage with businesses on a meaningful level
- What do you believe will be most important for college graduates of today, and tomorrow?

Source: [*The Crisis of Unemployed College Graduates*](#)



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 23, 2021

ITEM: Undergraduate Enrollment Approach and Strategy
Discussion

COMMITTEE: Academic, Research, and Student Success Committee

PRESENTED BY: Joe Sherlin
Vice President for Student Life and Enrollment

Sam Mayhew
Associate Vice President for Student Life and Enrollment

Heather Levesque
Director of Undergraduate Admissions

Dr. Sherlin, Dr. Mayhew, and Ms. Levesque will provide an overview of strategic areas of focus and communication related to undergraduate enrollment and will highlight two selected strategies in more detail: 1) scaling a small college recruitment approach and 2) building relationships with high schools in the region.

The Committee's insights and feedback around the following question will focus as a topic for discussion:

How can the University develop and enhance external partnerships that will support undergraduate enrollment growth and keep university graduates in the region to promote a growing and thriving community?

Enrollment

Heather Levesque

Director of Undergraduate Admissions

Sam Mayhew

Associate Vice President for Student Life and Enrollment

Joe Sherlin

Vice President for Student Life and Enrollment



EAST TENNESSEE STATE
UNIVERSITY

Strategic Areas of Focus


- Academic Quality
 - Health Sciences
 - The Arts
 - Business
 - Technology
 - Education
- Affordability and Access
 - Tuition
 - Housing/Meals
 - Financial Support
 - Transparency
- Location
 - Region
 - Safety
- Experience (Home)
 - Major University, Small College Environment, Engaging Setting



Approach to Enrollment Efforts

Scaling a Small College Approach

- Collaboration between University Relations and Undergraduate Admissions
- Multiple ways to connect
 - Phone calls
 - Personal Notes
 - Segmentation
 - Direct Marketing Efforts
 - In-person connections



EAST TENNESSEE STATE UNIVERSITY

ETSU ELEVATES KNOX COUNTY

etsu.edu

ETSU is a **major force** in the economy of the Appalachian Highlands. Thousands of ETSU alumni remain in the region, **contributing to the growth and development** of our communities. **ETSU elevates** the Appalachian Highlands.

- 5,656 residents of Knox County are ETSU alumni.
- In 2020, ETSU had its **highest graduation rate ever**, and of the Class of 2019 graduates, 97% are employed, continuing their education, serving in the military, or volunteering.
- During the 2020-21 academic year, 84% of undergraduate students received some type of financial assistance. And, more than half of ETSU students graduate with no debt.
- Of the 14,000-plus students at ETSU, 787 are from Knox County.
- ETSU is the 5th largest employer in the Appalachian Highlands.
- ETSU's retention rate of first-time, full-time freshmen in fall 2020 was the highest ever.

It was the opportunity to be part of the Honors College that made East Tennessee State University the right choice for Anna Arwood, a member of the Grace Christian Academy Class of 2019. Now in her sophomore year, Anna is pursuing her dream of becoming a nurse. In fact, this month she begins her first (of many to come) clinical rotations and will keep her day – as many nurses do – ahead of the typical 8 a.m. to 8 p.m. shift.

"Yes, 6:23 a.m. with pen in hand, to be exact," said Anna, whose parents, Neal and Tina Arwood, are both graduates of ETSU.

"The College of Nursing is amazing and I really enjoy the relationships I have built with the faculty members. They are very involved in our education and in providing us the tools so that we can excel in all aspects of life."

THE COLLEGE OF NURSING IS AMAZING.


A member of the University Honors Scholars Program, Anna also serves as an Expedition Leader and frequently gives tours to prospective students and parents.

"I love talking about the programs within our Honors College and the opportunities for students to dig deeper into their major courses," she said. "And I love pointing out that we have the nation's first Bluegrass, Old-Time and Country Music Studies program at ETSU. That is so cool."

Anna is also active with The Well, a faith-based campus ministry that meets every week, and says it has been an avenue for meeting some amazing people.

Her advice to incoming students at ETSU:

"You have to learn good time management skills," she said. "Make sure you take time for yourself, even if it means allowing 10 minutes in the morning to enjoy a cup of coffee, or simply finding time to walk across campus. Time management is the key to a successful college career."



Anna Arwood

Relationship Building

High Schools in the Region

- In-Person Meetings
- Counselor Packets
- Counselor Advisory Board
- Counselors on Campus
- Meetings with High School Leadership
- Connection with the Ayers and Niswonger Foundations
- Faculty Presentations
- Dual Enrollment
- High School Tour Events
- Student Alumni



Future Opportunities

Partnerships with
goal of building
thriving
communities.

