

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
APRIL 2022 MEETING

1:00–3:00pm EDT
Friday
April 22, 2022

East Tennessee Room
D.P. Culp Student Center
412 J.L. Seehorn Road
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from February 18, 2022](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (15 minutes)
 - A. [Tuition and Mandatory Fees](#)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from February 18, 2022 Academic, Research, and Student Success Committee](#)
 - B. [Minutes from February 18, 2022 Finance and Administration Committee](#)
 - C. [Minutes from March 30, 2022 Finance and Administration Committee](#)
 - D. [Minutes from February 18, 2022 Audit Committee](#)
 - E. [President Emeritus Contract for Dr. Stanton](#)
 - F. [Revisions to FY22 Audit Plan](#)
 - G. [Promotion and Tenure of Faculty Members](#)
 - H. [Approval of Extension of Fixed Price for Online Masters in Criminal Justice & Criminology](#)
 - I. [Approval of Tuition Rate for High School Dual Enrollment Students](#)
 - J. [Spring Estimated and July Proposed Budgets](#)
 - K. [Capital Budget Submittals and Disclosures](#)
- IX. [ETSU Center for Rural Health Research Update – *Meit* \(15 minutes\)](#)
- X. [Action Item: ETSU Committee for 125 Chapter II Strategic Vision – *Krause/Hoff* \(30 minutes\)](#)

- XI. President's Report – *Noland* (30 minutes)
- XII. [Action Item: Resolution of Appreciation for Ms. Kara Gilliam](#) – *Noland* (10 minutes)
- XIII. [Action Item: Student Trustee Selection](#) – *Noland* (5 minutes)
- XIV. Other Business
- XV. Executive Session
 - A. Discuss pending legal action (if necessary)
- XVI. Adjournment

EAST TENNESSEE STATE
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of the Minutes from February 18, 2022

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the February 18, 2022 meeting of the Board of Trustees are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the February 18, 2022 meeting of the Board of Trustees 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

MINUTES

February 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, February 18, 2022, at 1 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 1p.m. Dr. Latimer's introductory remarks referenced the following recent University headlines:

For the past 60 years, Blackburn, Childers & Steagall, the region's largest accounting firm, has been a steadfast partner and advocate for ETSU's College of Business and Technology. The Firm recently announced that it would fund a new faculty fellowship for the Department of Accountancy. Dr. Latimer expressed her gratitude to Blackburn, Childers & Steagall for their legacy of support and thanked Trustee Steagall-Jones for being an enthusiastic champion for the University.

A new program from Quillen College of Medicine and the Honors College will guarantee some students medical school admission after graduation. This fall, eight students will join the Early Assurance Pathway Program. Following graduation, five of those students will be guaranteed admission to Quillen, with the other three being alternates. Dr. Latimer thanked Dean Bill Block and Dean Chris Keller for creating this opportunity.

ETSU's work to serve other communities extends beyond the borders of the United States. Dr. Dawn Rowe of Clemmer College is a recipient of a \$1.25 million grant from the U.S. Department of Education to help improve special education teacher retention in the Republic of the Marshall Islands. Dr. Rowe and her grant partners will create professional development opportunities for these teachers as well as a retention plan.

Finally, as noted in a recent press release from the ETSU Research Corporation, "Today's leaders in business require creative and diverse professionals with crossover skills in marketing, media, and film, but there is a significant talent gap." To answer this demand, Brand Storytelling and ETSU, along with seven global industry sponsors, have stepped up to bridge the education and diversity gap with a first-ever professional certification program.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to Board Chair Dr. Latimer that a quorum was present.

Trustees present were:

Trustee Charles Allen, Jr.
Trustee Janet Ayers
Trustee Steven DeCarlo
Trustee Virginia Foley
Trustee Kara Gilliam
Trustee Ron Ramsey
Trustee Melissa Steagall-Jones
Trustee Kelly Wolfe
Board Chair Dr. Linda Latimer
Absent: Trustee Dorothy Grisham

III. Public Comment

No individuals in attendance at the meeting requested to offer public comment.

IV. Approval of Minutes from November 19, 2021

The minutes from November 19, 2021, were approved as submitted, with Trustee Janet Ayers making the motion and Trustee Virginia Foley seconding the motion. The motion passed unanimously.

V. Report from the Academic, Research, and Student Success Committee

Committee Chair Janet Ayers delivered the Academic, Research, and Student Success Committee report. Five informational items were presented to the Committee for consideration and discussion:

- Provost Kimberly McCorkle presented an update from Academic Affairs on several items on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation preparations and the development of the Quality Enhancement Plan. A status report on leadership searches in strategic areas such as research and community engagement was presented. The Committee was also given an overview of enrollment data for Spring 2022. Dr. McCorkle discussed curriculum development efforts, including the exploration of new online programs in areas where enrollment is expected to grow. She also provided an update to the Committee on current strategic planning activities.
- Next, Dr. McCorkle and Dr. Joe Sherlin, Vice President for Student Life and Enrollment, presented an overview of student success initiatives at the University. The presentation included highlights of current successes, a framework for

student success activities, and an overview of planned actions. The presentation also included a discussion of student success metrics that the University uses to inform strategic planning to improve student success outcomes.

- Dr. Christopher Keller, Senior International Officer and Dean of Honors College, and Dr. Sam Mayhew, Associate Vice President for Student Life and Enrollment, provided an update on the University's Internationalization Initiatives. They provided an overview of the current programs and services at ETSU in the Center for Global Engagement. The center is dedicated to enhancing the educational experience of all students and providing valuable skills to meet workforce needs. The presentation also included an update on the enrollment of international students and the efforts to increase enrollment in targeted areas in the next few years.
- Heather Levesque, Director of Admissions, and Jessica Vodden, Chief Marketing and Communications Officer, presented an update on recruitment and marketing efforts implemented to increase enrollment. The presentation highlighted the collaborative approach taken across the University, provided examples of marketing initiatives, and focused on the increase in the applications received for Fall 2022.
- The final presentation was given by Dr. Nick Hagemeyer, Interim Vice Provost for Research, and Dr. Eric Beaumont, Professor and Associate Dean for Research in the ETSU Quillen College of Medicine. Dr. Hagemeyer updated the committee on current external funding metrics, current university research rankings, and initiatives to increase the university's research profile. Dr. Beaumont provided an overview of his current funded research projects in biomedical sciences and discussed the process for research support in the Quillen College of Medicine.

VI. Report from the Finance and Administration Committee

Committee Chair Steven DeCarlo reported that the Finance and Administration Committee reviewed and approved the following action items presented by Dr. B.J. King, Chief Financial Officer:

- The committee approved the 2022-2023 academic year tuition for the Quillen College of Medicine and the Gatton College of Pharmacy. Quillen is restructuring its tuition based on changes in curriculum and instruction over the four-year program. The change smooths tuition over the four years and includes a two percent increase. The college conducted a study of curriculum and tuition at 10 peer institutions, and of the 10, nine were discovered to have equal tuition pricing for all classes. Beginning with the next academic year, Quillen will be comparable with these other institutions in terms of curriculum and instruction delivery, as well as fee assessment. Gatton is requesting a two percent increase based on a cost study.

- The committee approved the Housing and Food Service rates for fall 2022, which are included in the Board consent agenda. Housing is keeping rates flat for the next year. The university will keep the Meal Plans increase to three percent while the payments for the plans to the vendor will increase by 4.3 percent per the contract.
- The committee approved a \$29.8 million bonded project for housing renovations to several residence halls.

Committee Chair DeCarlo also reported that the following informational items were presented to the Committee for consideration and discussion:

- The committee discussed the salary pools in the Governor’s proposed budget. The campus could receive \$3.27 million in salary improvement funding from the State if the proposed budget is approved. An additional \$2.7 million would have to be funded by enrollment growth or reallocation of other expenditures or appropriation dollars. Since the funding for the pool is dependent on enrollment, any Board-approved salary adjustments will be implemented in November 2022. Quillen College of Medicine and Family Medicine has \$2.8 million in salary improvement funding in the Governor’s budget.
- The committee reviewed comparative tuition and mandatory fee information for all the public universities in Tennessee. ETSU continues to be an affordable option in the state.
- The Governor’s proposed budget was presented with a zero percent tuition and mandatory fee increase for in-state undergraduate students. The university is proposing a zero percent tuition and mandatory fee increase for all undergraduate and graduate students for fiscal year 2023.
- The committee received a quarterly financial update that compares operating revenues and expenditures from the current year to the prior year. Changes in revenues reflect increased state appropriations for the year and income from the Higher Education Emergency Relief Act (HEERF). Changes in expenditures reflect campus activities returning to normal after the Covid-19 pandemic.
- The committee reviewed the quarterly report of contracts and agreements over \$250,000.

VII. Report from the Audit Committee

Committee Chair Melissa Steagall-Jones gave an overview of the items presented to the Audit Committee. The following informational items were presented to the Committee by Ms. Rebecca Lewis, Rebecca A. Lewis, CPA, Chief Audit Executive, for consideration and discussion:

- Ms. Lewis informed the Committee that she and her colleagues conducted two audits in November, December, and January. One was for women’s basketball and involved a coaching change, while the other was for WETS-FM Campus

Radio and was an annual audit for the Corporation for Public Broadcasting (CPB).

- The Committee approved three additions to the Audit Plan for fiscal year 2021-2022. Two audits were added to the plan as a result of the resignations of the Football and Men's Soccer head coaches. The third is a report of fraud, waste, or abuse. Internal Audit will conduct an investigation and/or refer the matter to the appropriate authority.
- Mr. Jeremy Ross, Chief Operating Officer, Cesar Gracia, Chief of Public Safety, and Mason Bowen, Director of Operations for Emergency Management, gave an overview of campus safety and emergency preparedness. A summary of the 2021 Annual Security & Fire Safety Report, which is published in accordance with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act, was also provided to the Committee.
- Lastly, the Audit Committee went into executive session to discuss active audits in enterprise management.

VIII. Consent Agenda

With no requests for any items to be removed from the consent agenda, the Trustees unanimously approved the consent agenda with a motion from Trustee Steagall-Jones seconded by Trustee Ayers.

IX. Action Item: 2023 Board Meeting Dates

The Focus on College and University Success Act (FOCUS Act) requires quarterly meetings of the East Tennessee State University Board of Trustees. In accordance with these requirements, the proposed calendar of 2023 quarterly meeting dates presented by Board Secretary Dr. Adam Green included:

- Friday, February 17, 2023
- Friday, April 21, 2023
- Friday, September 15, 2023
- Friday, November 17, 2023

The Standing Committees of the Board of Trustees may meet telephonically as necessary and hold standing meetings in conjunction with the full board's quarterly meetings.

The proposed Board of Trustees' 2023 meeting schedule passed unanimously, with Trustee Foley making the motion and Trustee Steagall-Jones making the second.

X. Trustee Self Evaluation Report

Board Secretary Dr. Adam Green provided an update to the Board regarding their self-evaluation. The bylaws of East Tennessee State University's Board of Trustees, as well as the Southern Association of Colleges and Schools Commission on Colleges

(SACSCOC), require the Board to undertake a self-evaluation on a regular basis. During the spring 2021 semester, the East Tennessee State University Board of Trustees completed their annual self-evaluation. Results of the report were included with the Board's meeting materials.

Overall the evaluation demonstrates a well-functioning board. Three items that received the unanimous ratings of excellent included:

- Approves revised and proposed ETSU Policies, when appropriate
- Grants tenure and/or promotion to eligible members of the faculty upon the positive recommendation of the President
- Approves the final operating and capital outlay budgets for each fiscal year

XI. ETSU Committee for 125 Chapter II Update and Strategic Discussion

Dr. Michael Hoff, Vice Provost for Decision Support and Chief Planning Officer, began his overview of the ETSU Committee for 125 Chapter II with a review of the ETSU Committee for 125 Chapter I vision and a report on the plan's successes. The outcomes for Chapter I include:

- ETSU has achieved the highest student success in the institution's history, as demonstrated through retention and graduation.
- The academic portfolio has expanded, and ETSU is providing more opportunities for both residential and regional students. The academic portfolio includes 51 more programs.
- The Academic Health Sciences Center has expanded enrollment and clinical services that are nationally recognized and benefit the community.
- ETSU has completed the Martin Center for the Arts and, in doing so, established an anchor within the community.
- Fundraising exceeded targets, as did extramural funding.
- Athletics has implemented new programs that have increased enrollment and excelled in competitions that extend the ETSU brand.
- Through facility renovations and new programming ETSU has created a residential experience that makes ETSU a first-choice destination institution.

Dr. Hoff continued his update by presenting an overview of Chapter II's Draft Report. Launched in March 2021, the ETSU Committee for 125 Chapter II held three meetings, each with a candid discussion of the institution's strengths, weaknesses, threats, and the national context; vision and metrics; and task forces organized around the six domains. The process used by the ETSU Committee for 125 Chapter II is outlined below:

- Task Forces were formed and charged with the development of vision statements around six domains

- The President and senior leaders directed constituent engagement
- A fall retreat of the Board of Trustees allowed for discussion of crucial issues
- A unified vision was developed by senior leaders and shared with the campus through town halls and internal constituent engagement

The strategic framework for the ETSU Committee for 125 Chapter II encompasses Access, Success, and Impact. The framework's first pillar, Access, aims to achieve the following goal: ETSU will broaden the academic portfolio and delivery modalities to appeal to both residential students and non-traditional learners, allowing the university to become a destination university for students from the region and beyond. Draft outcomes for years one through five include:

- The enhancement of bridge programs for underrepresented students that couple pre-enrollment services with mentoring throughout the freshman and sophomore years
- Complete capital improvements
- Initiate new programs in Health Sciences, Business and Technology, and Arts and Sciences

Draft outcomes for years five through 10 include:

- Expand the number of fully online undergraduate programs
- Launch a competency-based education program targeted toward the needs of adults across the region
- Develop multiple pre-college academies for middle and high school students and create a seamless pipeline for matriculation to ETSU
- Begin construction or renovation of a significant residence hall
- Create five new interdisciplinary programs

The framework's second pillar, Success, is designed to accomplish the following goal: ETSU will deploy programming and student services that ensure every entering student has a robust educational experience and has the opportunity to graduate and achieve professional success. Draft outcomes for years one through five include:

- Launch a comprehensive student support center that focuses on first-generation students from the point of application to career placement
- Implement an African American male leadership initiative that doubles the number of African American men in the student body and closes achievement gaps
- Launch a comprehensive review of university peers to develop an updated cohort of realistic and aspirational peers

- Implement a faculty-driven general education renewal process that ensures every graduate of ETSU is prepared for life-long learning and professional success

Draft outcomes for five to 10 years include:

- Be recognized as a “Great College to Work For”
- Improve graduation and retention rates for minority students,
- Establish a faculty “culture of contribution” in which research and teaching programs are closely interrelated and responsive to industry needs
- Ensure all students at ETSU have opportunities to participate in collaborative scholarship activities before graduation
- Develop a co-curricular curriculum for “soft skills” that can be documented on an experiential or co-curricular transcript and via badges

The framework’s third pillar, Impact, is intended to achieve the following goal: ETSU will be a model institution for how regional public universities can improve community outcomes in education, economic development, and public health. Draft outcomes for years one through five include:

- Expand presence in downtown Kingsport and open a new off-campus location in one of the state’s metropolitan areas
- Improve the Valleybrook campus such that it is a fully equipped center to promote innovation in key research areas
- Create a Center for Community Engagement in conjunction with the Quality Enhancement Plan and expand experiential learning opportunities for students
- Improve faculty salaries to a level equivalent to the peer average by year five

Draft outcomes for years five through ten include:

- Double the volume of externally sponsored research activity
- Build academic program/faculty partnerships with area middle and high schools
- Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, mainly focused on health sciences
- Partner with a local high school with a high-risk population to develop our region’s first cooperative high school opportunity to provide a seamless transition from high school to college

The presentation concluded with an open discussion.

President Noland opened the conversation by informing the Board that the report of the Draft ETSU Committee for 125 Chapter II had just been introduced to the campus for the very first time at the same time the Board heard the material. President Noland then asked

the Board for their thoughts on the report. He noted that Dr. Hoff had offered a high-level overview and requested feedback from the board. *Where did we go wrong? What are we missing? Is there anything you'd like to see us investigate further?*

The following were some of the subjects that were discussed and questions that were posed for consideration:

- How does ETSU address long-term trends, such as the national challenge of declining enrollment?
- Recruitment strategies for appealing to specific demographics, educating the public about the value of attending college, and eliminating barriers to college
- The Healthcare Initiative was discussed, specifically the desire to ensure that the University becomes a healthcare research facility linked with an academic research hospital that draws people to the region.
- It was suggested that the University offer a student insurance plan for graduate programs.
- Dual enrollment and high school counseling programs were discussed.
- Economic development and the University's role in promoting, growing, and articulating the region's importance were considered.
- As a regional university, ETSU promotes higher education to students, such as rural first-generation students, who can enroll at ETSU or any university in the world. Therefore, how can we, as a university, attract students from surrounding counties and keep them in the area after they graduate? How can we create opportunities and make our community a desirable place to live, a place where they will want to stay? How can we re-engage students who have left the area? What distinguishes us?

XII. President's Report

President Noland began his report by paying tribute to local legend Mr. James J. "Jim" Powell, who passed away on February 7, 2022. Through his generosity, Mr. Powell changed the lives of more than 4,000 undergraduate students. The President stated that Mr. Powell and his wife, Mrs. Sandy Powell, have played a significant role in the history of this institution. ETSU is an all-Steinway School because of Mr. Powell. Much of the Martin Center exists because of Mr. Powell. He served as a founding member of the ETSU Board of Trustees, President of the ETSU Foundation, and Chair of the Tennessee Higher Education Commission. Mr. Powell's memory was honored by President Noland, who acknowledged the impact he had on the University and the Board of Trustees.

President Noland noted that enrollment in Tennessee's community colleges has decreased by 6.4 percent during fall 2021. ETSU has slowed the enrollment decline overall and

increased freshmen enrollment; more than any other Locally Governed Institution. Outreach work has yielded dividends. According to President Noland, ETSU completed a structural overhaul of the University Marketing and Communication division in the fall of 2021. In the last nine months, marketing and billboards have been aggressively pushed, surpassing previous records. Applications, web pages, and admissions websites have doubled in popularity. Additionally, retention rates from fall 2021 to spring 2022 were 90 percent and the President anticipates record graduation rates this spring.

President Noland presented an overview of the Governor's budget and legislative update. The details of Governor Lee's 2022-2023 proposed budget are as follows:

- The budget includes more than \$2 billion of new investments in higher education.
- The Tennessee HOPE scholarship is slated to receive an \$88.6 million increase, thereby allowing university students to receive up to \$5,100 per year for all four years of enrollment.
- Tennessee HOPE scholarship is slated to receive an \$88.6 million increase, thereby allowing university students to receive up to \$5,100 per year for all four years of enrollment.
- These salary resources equate to a four percent salary pool for ETSU, which is partially funded consistent with prior state precedents.
- The proposed investments in capital are the largest in history, with over \$1.11 billion in capital improvements, including 21 capital outlay projects.
- The unprecedented investments at ETSU include approximately \$162 million for campus upgrades, new construction, and major renovations. This funding represents the single largest investment in new academic construction in the history of the university. New projects include:
 - \$47.7 million for the first phase of renovations to Brown Hall
 - \$43.9 million for a new Integrated Health Science Building
 - \$59.2 million for a new general academic building to be constructed on the site where the Campus Center currently resides
 - \$7.5 million for deferred maintenance projects, including roof replacements and HVAC
 - Upgrades and replacement of the radio tower for WETS-FM
- \$1 million in recurring investments to support the creation of a statewide Center for Nursing Excellence that builds upon the Ballad Health investment of \$10 million that was announced in late 2021.
- \$19 million to upgrade our ERP data system.
- Funding to support operating increases across the Quillen College of Medicine, as well as an \$18.6 million expansion of GME funding.

President Noland highlighted the following implementation initiatives for the Committee for 125 Chapter II plan. A complete list of implementation initiatives was included with the Board meeting materials.

- The University will initiate campus housing and residence life programming/facilities plans, renovation, and infrastructure improvements.
- ETSU's current capital campaign, the most successful in University's history, will be finalized. New philanthropic efforts will be developed in light of emerging capital projects.
- Staff will work with the consulting group Huron to evaluate the current ETSU internal/decentralized funding model and operating procedures, policies, staffing, structures, and opportunities for efficiencies.
- ETSU online recommendations from the 2021 Huron report will be presented to the Board, expanding market penetration and creating new online programs that align with labor market needs.
- The launch and implementation of the Finance and Human Resources modules of the Oracle Enterprise Resource Planning system (ERP) will begin July 1, 2022.
- The University will finalize administrative searches and on-boarding for College Deans, the Provost office, and the Division of Business and Finance.
- The University will enhance efforts to support equity and inclusion, including staffing, scholarships, expanded bridge programs, and a potential partnership with EAB to close equity gaps and focus on student success across the campus.
- The Quality Enhancement Plan (QEP) will be launched, and preparations for the SACSCOC upcoming reaffirmation cycle will be finalized.

President Noland concluded his presentation by sharing a video from the Celebration of Service ceremony held on February 11. In the video, Dr. Joe Robertson, Professor of Biological Sciences, reflected on his career as an embryologist on ETSU's first In Vitro Fertilization (IVF) team.

XIII. Other Business

No other business was discussed.

XIV. Executive Session

There was no need for the Board to convene in executive session.

XV. Adjournment

Board Chair Dr. Latimer requested a motion to adjourn. The motion was unanimously approved, with Trustee Ramsey making the motion and Trustee Allen making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022
ITEM: Approval of Tuition and Mandatory Fees for FY23
COMMITTEE: Finance and Administration Committee
RECOMMENDED ACTION: Approve
PRESENTED BY: B.J. King
Chief Financial Officer

The Board of Trustees must evaluate certain criteria when considering an increase in tuition and mandatory fees. Those criteria include:

1. Level of state support;
2. Total cost of attendance;
3. Efforts to mitigate the financial effect on students;
4. Tennessee Higher Education Commission (THEC) binding tuition and mandatory fee increase ranges;
5. Other factors affecting the university's financial stability such as projected student enrollment; university enrollment goals; market and cost factors for higher education; new program or new facility cost; and cost related to operations, programs of study, or individual courses.

Staff has outlined the current year assessment of this criteria as follows:

1. **Level of state support** – THEC based their 2022-23 tuition models on a flat enrollment with an inflation factor of four percent and an appropriation increase of 7.2 percent for all formula units. The four percent inflation factor for the ETSU units equates to an expenditure increase of \$10.8 million. Governor Lee's proposed budget includes funding sufficient for a four percent inflation factor and a four percent salary pool.
2. **Total cost of attendance** – Tuition and fees increased in FY22 by 1.93 percent. Tuition and mandatory fees for FY22 at ETSU continue to be comparable to other public institutions of higher education in the state. A comparison of tuition and mandatory fees is provided below and demonstrates that ETSU is below the university average.
3. **Efforts to mitigate the financial effect on students** – ETSU continues to look for ways to mitigate student base costs and concurrently promote access and affordability. Reviews of academic and administrative areas are ongoing and should identify areas to improve services, reduce costs, or allow assets to be used more effectively for students.

4. **THEC binding tuition and mandatory fee increase ranges** – THEC proposed a zero to three percent tuition and mandatory fee limit at their November 2021 meeting. The Commission is projected to vote on binding tuition limits at their May meeting. With the release of the Governor’s budget, it is anticipated that THEC will approve a zero percent tuition and fee increase for FY23.
5. **Other factors affecting the university’s financial stability:**
 - a. Projected student enrollment and university enrollment goals - The university’s enrollment has declined the past two academic years in part due to the COVID-19 pandemic. Enrollment had remained relatively flat in years prior. The university is continuing efforts and activities to grow enrollment as defined in the strategic plan. Tuition and fees must remain competitive in the marketplace and students should be able to identify the value inherent in the education provided by ETSU over other institutions.
 - b. Market and cost factors for higher education – The market for higher education projects a declining number of high school graduates in the region and increased competition from community colleges, other state universities, regional private institutions and border state colleges and universities. Faculty and staff salaries are the primary cost driver for the university. New out-of-state tuition rates were implemented for Fall 2021 based on market research and has also reduced out-of-state scholarship expense. Salary increases were included in the Governor’s proposed budget to fully fund a four percent salary pool while keeping tuition flat for FY23.
 - c. New program or new facility cost – Costs related to new programs are largely being absorbed in the colleges per the budget model implemented in FY19. Facility costs will increase with the construction project for Lamb Hall and the new Academic Building. Other ongoing renovation and maintenance projects could reduce energy costs with efficiencies.
 - d. Cost related to operations, programs of study, or individual courses – The Consumer Price Index shows operational costs increased by 7 percent from December 2020 to December 2021. The university’s programs of study and some individual courses are compared to other institutions with similar programs or courses to determine the market pressures for offering the programs.

A five-year history of student maintenance and mandatory fees is presented below in comparison to Tennessee Locally Governed Institutions (LGIs) and the University of Tennessee System:

Tuition (Maintenance Fees)

	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr
APSU	\$6,696	2.7%	\$6,888	2.9%	\$7,044	2.3%	\$7,044	0%	\$7,146	1.45%
ETSU	7,224	3.2%	7,422	2.7%	7,572	2.0%	7,572	0%	7,722	1.98%
MTSU	7,176	3.5%	7,380	2.8%	7,554	2.4%	7,554	0%	7,704	1.99%
TSU	6,726	3.0%	6,900	2.6%	7,026	1.8%	7,026	0%	7,128	1.45%
TN Tech ³	7,656	3.7%	7,860	2.7%	8,040	2.3%	9,060	12.7%	9,240	1.99%
Memphis ²	8,064	2.6%	8,064	0.0%	8,232	2.1%	8,232	0%	8,352	1.46%
UTC ¹	6,888	1.8%	6,888	0.0%	7,836	13.8%	7,836	0%	7,992	1.99%
UTK ¹	11,110	1.8%	11,110	0.0%	11,332	2.0%	11,332	0%	11,332	0.00%
UTM ¹	7,818	1.8%	8,052	3.0%	8,214	2.0%	8,214	0%	8,378	2.00%
UTS									9,000	
Univ. Avg	\$7,706		\$7,840		\$8,092		\$8,208		\$8,399	

¹ UT-Knoxville implemented 15/4 fee structure in 2013-14. UT-Martin implemented 15/4 fee structure in 2016-17. UT-Chattanooga implemented 15/4 fee structure in 2019-20.

Fees shown represent the rates for incoming freshmen in the UT system.

² University of Memphis implemented guaranteed tuition in 2019-20.

Fees shown for UM represent the rates for non-guaranteed tuition.

³TTU implemented 15/4 fee structure in 2020-21

Mandatory Fees

	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr
APSU	\$1,529	3.8%	\$1,583	3.5%	\$1,583	0.0%	\$1,583	0%	\$1,615	2.02%
ETSU	1,791	7.3%	1,855	3.6%	1,919	3.5%	1,919	0%	1,952	1.72%
MTSU	1,772	5.5%	1,826	3.0%	1,870	2.4%	1,870	0%	1,889	1.02%
TSU	1,050	1.1%	1,107	5.4%	1,157	4.5%	1,157	0%	1,207	4.32%
TN Tech	1,217	3.9%	1,243	2.1%	1,278	2.8%	1,278	0%	1,282	0.31%
Memphis	1,637	0.0%	1,637	0.0%	1,704	4.1%	1,704	0%	1,704	0.00%
UTC	1,776	0.0%	1,776	0.0%	1,820	2.5%	1,820	0%	1,856	1.98%
UTK	1,860	2.8%	1,896	1.9%	1,932	1.9%	1,932	0%	1,912	-1.00%
UTM	1,418	0.7%	1,460	3.0%	1,534	5.1%	1,534	0%	1,534	0.00%
UTS									1,200	
University Average	\$1,561		\$1,598		\$1,644		\$1,644		\$1,615	

Total Tuition and Mandatory Fees

	2017-18	% Incr	2018-19	% Incr	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr
APSU	\$8,225	2.9%	\$8,471	3.0%	\$8,627	1.8%	\$8,627	0%	\$8,761	1.55%
ETSU	9,015	4.0%	9,277	2.9%	9,491	2.3%	9,491	0%	9,674	1.93%
MTSU	8,948	4.2%	9,206	2.9%	9,424	2.4%	9,424	0%	9,593	1.79%
TSU	7,776	2.8%	8,007	3.0%	8,183	2.2%	8,183	0%	8,335	1.86%
TN Tech ³	8,873	3.8%	9,103	2.6%	9,318	2.4%	10,338	10.99%	10,522	1.78%
UM ²	9,701	2.1%	9,701	0.0%	9,936	2.4%	9,936	0%	10,056	1.21%
UTC	8,664	1.4%	8,664	0.0%	9,656	10.4%	9,656	0%	9,848	1.99%
UTK ¹	12,970	1.9%	13,006	0.03%	13,264	2.0%	13,264	0%	13,244	-0.15%
UTM ¹	9,236	1.6%	9,512	3.0%	9,748	2.5%	9,748	0%	9,912	1.68%
UTS									10,200	
University Average	\$9,268		\$9,439		\$9,739		\$9,852		\$10,015	

¹ UT-Knoxville implemented 15/4 fee structure in 2013-14. UT-Martin implemented 15/4 fee structure in 2016-17. UT-Chattanooga implemented 15/4 fee structure in 2019-20.

Fees shown represent the rates for incoming freshmen in the UT system.

² University of Memphis implemented guaranteed tuition in 2019-20.

Fees shown for UM represent the rates for non-guaranteed tuition.

³TTU implemented 15/4 fee structure in 2020-21

	FY22 Actual	Rate Per Term 2022-23 Increase		Additional Revenue	Purpose of Funding
		Prelim	\$ %		
Undergrad Tuition @ 15 cr hr	\$3,861	\$3,861	\$0 0.0%	\$0	N/A
*UG Returning O/S & International	\$9,591	\$9,591	\$0 0.0%		
*UG – GA, KY, NC, SC, VA	\$405	405.00	\$0 0.0%		
*UG – 44 other states	\$1905	1905	\$0 0.0%		
Graduate Tuition @ 12 cr hr	\$5,075	\$5,075	\$0 0.0%		
Grad Out-of-State @ 12 cr hr	\$7,560	\$7,560	\$0 0.0%		

*The Board approved an undergraduate out-of-state enrollment strategy at the September 2020 meeting for new students Fall 2021. All other out-of-state tuition has not increased since Fall 2018.

	2021-22		2022-23	
	Actual	Proposed	\$ Increase	% Increase
Undergrad Tuition @ 15 cr hr	\$7,722	\$7,722	\$0	0.0%
Mandatory Fees	1,952	1,952	0	0.0%
Total UG Tuition and Mandatory Fees	\$9,674	\$9,674	\$0	0.0%

It should be noted that all fee increases included in this item are contingent on the passage of the Governor’s budget and THEC approval of binding limits for tuition and fees.

MOTION: I move that the Board of Trustees recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed tuition and mandatory fees for 2022-2023 are approved as presented in the meeting materials contingent on the approval of the Governor’s budget and THEC binding tuition limit.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: April 22, 2022
ITEM: Consent Agenda
RECOMMENDED ACTION: Approve
PRESENTED BY: Adam Green
Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion.

Full information about each item on the consent agenda is provided in the meeting materials.

As stipulated in the Bylaws, any Trustee may remove an item from the consent agenda by notifying the Secretary prior to the meeting. Before calling for a motion to approve the consent agenda, the Chair or Vice Chair (or the applicable senior Trustee in their absence) shall announce any items that have been removed from the consent agenda and ask if there are other items to be removed.

Requests for clarification or other questions about an item on the consent agenda must be presented to the Secretary before the meeting. An item will not be removed from the consent agenda solely for clarification or other questions.

MOTION: I move for the adoption of the Consent Agenda.

RESOLVED: The Board of Trustees adopts the Consent Agenda as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of the Minutes from February 18, 2022

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the February 18, 2022 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the February 18, 2022 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 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, February 18, 2022, at 8:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 8:00 a.m. Committee Chair, Janet Ayers, arrived later in the meeting due to an unexpected delay.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to Board Chair Dr. Linda Latimer that a quorum was present.

Committee Members present were:

Trustee Charles Allen
Trustee Virginia Foley
Board Chair Dr. Linda Latimer
Trustee Melissa Steagall-Jones
Committee Chair Janet Ayers
Absent: Trustee Dorothy Grisham

Trustees Steve DeCarlo, Kara Gilliam, Ron Ramsey, and Kelly Wolfe also participated in the meeting.

III. Approval of the Academic, Research, and Student Success Committee Minutes from November 19, 2021

The minutes from November 19, 2021, were approved as submitted, with Trustee Virginia Foley making the motion and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously.

IV. Provost Update

Dr. Kimberly McCorkle, Provost and Senior Vice President for Academics, presented an update on several current initiatives underway across the Division of Academic Affairs.

Currently, the University is preparing for a 10-year accreditation reaffirmation with SACSCOC (The Southern Association of Colleges and Schools Commission on Colleges). According to Dr. McCorkle, writing teams have been formed to address the reaffirmation's topic areas. The teams are currently working on report drafts and gathering supporting documentation. Policy updates, which are also part of the process, are now underway, and the final report will be delivered in September of this year.

SACSCOC reaffirmation will necessitate the submission of a Quality Enhancement Plan (QEP) that demonstrates the institution's ability to focus on a plan targeted toward student success or enhancing student learning outcomes. "Engaged Learning" has been approved as the QEP Plan topic. Following the appointment of a QEP Director, a report containing assessment data and outcome measurements, as well as a commitment of University resources, will be finalized, and the QEP will be submitted as part of the SACSCOC reaffirmation process.

The Committee was provided with an update on leadership searches at the University. Two Deans are being sought, and those national searches are currently underway. With a planned completion date of July 1, 2022, new Deans will be appointed to the Colleges of Business and Technology and Arts and Sciences. Furthermore, Dr. McCorkle informed the Committee that searches for a Vice Provost for Research, Executive Vice Provost, and appointment of a QEP Director will be completed soon.

Spring enrollment is 12,546 students, a slight decrease from the previous spring, which had an enrollment of 12,716. From fall to spring, the retention rates are encouraging. Applications for the fall of 2022 are up from this time last year. Dr. McCorkle stated that she is optimistic enrollment will continue to rise in the aftermath of COVID. Included with the meeting materials were charts with enrollment data and trends for spring 2022.

Dr. McCorkle discussed curriculum development efforts, such as the investigation of new online programs in areas where enrollment growth is expected, as well as potential areas of focus for new degree programs. The Huron Consulting Group completed an evaluation of ETSU's online program offerings under the direction of

Dr. Karen King. The assessment findings were encouraging, and they point to opportunities for online programming in undergraduate workforce areas such as computer science, logistics and supply chain management, health sciences, and communications. Hospitality and tourism, data science, engineering, synthetic biology, and health programs are all possible areas of focus for new degree programs.

Finally, Dr. McCorkle updated the Committee on strategic planning activities. Curriculum planning and development, including online programming, will be among the planning initiatives, along with a review of the University's budget model, strategic enrollment planning, a review of all academic policies, and general education reform.

V. Student Success at ETSU: A Framework

Dr. McCorkle and Vice President for Student Life and Enrollment Dr. Joe Sherlin updated the Committee on current successes and challenges across Academic Affairs and Student Life and Enrollment.

ETSU has made good retention progress since 2013, with the exception being 2020 due to COVID. Dr. McCorkle pointed out that retention rates fell in 2020 but rebounded in the fall of 2021. Prior to the pandemic, first-year persistence had been steadily declining; in 2019, that figure increased from 66 percent to 78 percent. The six-year graduation rate increased by 10 percent during the same time period, and a high graduation rate is expected in May 2022. The time to degree was shortened during the same time period, and students completed the 30, 60, and 90-hour benchmarks much faster. As a result, ETSU has received an additional \$37 million in outcomes funding since 2012, an 81 percent increase.

Dr. Sherlin noted that progress was made at ETSU in the last 10 years, but gaps remain in student success. The equity success gaps mirror national trends. In terms of retention and graduation, women outperform men. White students are more likely than students of color to complete their education. Academic Affairs and Student Life and Enrollment are currently identifying and taking steps to close achievement gaps. The university hopes to increase the number of advisors so that they can assist students from the moment they contact the University until they complete their education.

The following initiatives were outlined as programs underway at ETSU to support student success:

- Preview and Quest are college transition programs designed to help incoming freshmen connect socially and academically to the institution.
- Bucs Academy and First-Year Experience Courses are also available to assist students in succeeding and transitioning.
- The Dean of Students Office targeted and awarded microgrants to over 100 students experiencing unexpected financial hardships.
- Care reports and academic alerts - academic advisors meet with students each term and reach out when they are off track or are not making expected progress related to their degree.
- Counseling Services and Peer Mentoring - an interdisciplinary care team served over 1200 students with various personal issues.
- The Mary V. Jordan Multicultural Center and Dr. Patricia Robertson Pride Center.

VI. Internationalization Initiatives at ETSU

Drs. Christopher Keller, Dean of the Honors and Senior International Officer, and Sam Mayhew, Associate Vice President for Student Life and Enrollment, provided an overview of the internationalization initiatives currently underway at ETSU. The Center for Global Engagement at ETSU was established on July 1, 2021, with the mission of enhancing internationalization across ETSU's teaching, service, and community engagement missions. The Center is dedicated to improving the educational experience of all students and providing valuable skills to meet workforce needs.

The primary programs and services housed in the new Center for Global Engagement include:

- Education Abroad
- International Student and Scholar Services
- Strategic International Partnerships
- ETSU Global Year Program (Ecuador, 2022-23)
- International Education Week
- Travel Abroad Risk Management (for ETSU students and staff employees)
- Global Living-Learning Community (collaboration with HRL)
- Faculty Course Internationalization Grants Program (e.g., COIL)
- K-12 Global Engagement Outreach Programs
- Bucs Abroad Passport Program (Donor Funded)

The presentation concluded with an update on the enrollment of international students and the efforts to increase enrollment in targeted areas. Charts and statistics were included in the meeting materials.

VII. Update on Recruitment and Marketing Efforts to Increase Enrollment

Ms. Heather Levesque, Director of Admissions, and Ms. Jessica Vodden, Chief Marketing and Communications Officer, presented an update of recruitment and marketing efforts for the fall 2022 semester. The Office of Admissions and the Office of University Marketing and Communications collaborated to create integrated marketing and recruitment plans which target key markets, audiences, and marketing channels. The new approach to recruitment and marketing resulted in an increased number of freshmen and international applications for fall 2022.

A new recruitment campaign, “Intent to Enroll,” is a data-driven initiative that focuses on yield efforts. The fall 2021 campaign efforts included the following activities:

- Personalized events on campus and in key high schools, including the expanded market areas of Chattanooga and Nashville
- Direct mail, handwritten letters, phone calls, text messages, and emails for personalized outreach
- Academic-specific campus tours
- Enhanced online, traditional, and social media marketing campaigns

VIII. Research Update

Dr. Nick Hagemeier, Interim Vice Provost for Research, updated the Committee on current external funding metrics, current University research rankings, and initiatives underway to increase the University’s research profile. The Higher Education Research and Development (HERD) Survey is conducted annually by the National Science Foundation (NSF). It is the primary source of information on research and development expenditures at U.S. colleges and universities. The fiscal year 2020 numbers indicate \$54 million in extramural sponsored activity for ETSU, of which \$13.925 million was spent on research and development.

Dr. Beaumont, Professor and Associate Dean for Research in the ETSU Quillen College of Medicine, provided an overview of his current funded research projects in biomedical sciences and discussed the process for research support in the Quillen College of Medicine.

The Quillen College of Medicine Office of Research and Graduate Education provides oversight of the COM research enterprise. This office acts as a liaison between COM and other ETSU colleges and external partners, and they also publicize and promote research accomplishments. Among the topics discussed were:

- There are currently 10 Quillen Distinguished Research Fellows working in the Department of Research and Graduate Education.
- Quillen Research and Scholarship Enhancement awards funded four research grants in the past two years (up to \$25,000 for one year).
- The Office of Research and Graduate Education administers the Biomedical Science Graduate Program, an interdisciplinary graduate program leading to a Ph.D. in Biomedical Science. There are 35 students currently enrolled in the program.
- Dr. Beaumont spoke about his current research focus, engaging the brain using vagal nerve stimulation (VNS) for the treatment of heart failure. The meeting materials included details of this research.

IX. Committee Discussions

Topics of Committee discussions included:

- Enrollment trends in postsecondary higher education – private versus public.
- The possibility of increasing the breadth and depth of interdisciplinary programs and offerings.
- Students who are at risk and the criteria used to define risk. Recognizing and assisting students who are experiencing non-academic difficulties.
- The need for data on employment outcomes and economic development, and the process for obtaining the data from the Boyd Center for Business and Economic Research at the University of Tennessee, Knoxville.
- Relationships, engagement, and recruitment, as well as athletics inclusion.

X. Other Business

No other business items were discussed.

XI. Adjournment

The Committee was adjourned with Trustee Virginia Foley making the motion and Trustee Melissa Steagall-Jones making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of the Minutes from February 18, 2022 and
March 30, 2022

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Board Secretary

The minutes of the February 18, 2022 meeting and the March 30, 2022 special called meeting of the Finance and Administration Committee are included in the meeting materials

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the February 18, 2022 and the March 30, 2022 meetings of the Finance and Administration 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
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

February 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, February 18, 2022, at 9:45 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

XII. Call to Order

Committee Chair Steven DeCarlo called the meeting to order at 9:45 a.m.

XIII. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to the Committee Chair that a quorum was present.

Committee Members present were:

Trustee Charles Allen
Trustee Kara Gilliam
Board Chair Dr. Linda Latimer
Trustee Ron Ramsey
Trustee Kelly Wolfe
Committee Chair Steven DeCarlo
Absent: Trustee Dorothy Grisham

Trustees Janet Ayers, Virginia Foley, and Melissa Steagall-Jones also participated in the meeting.

XIV. Approval of the Finance and Administration Committee Minutes from November 19, 2021

The minutes from November 19, 2021, were approved as submitted, with Trustee Charles Allen making the motion and Trustee Ron Ramsey seconding the motion. The motion passed unanimously.

XV. Action Item: Approval of the College of Medicine and College of Pharmacy Fiscal Year 2023 Tuition

Chief Financial Officer Dr. B.J. King presented the Quillen College of Medicine and Gatton College of Pharmacy proposed tuition increases for the 2022-2023 Academic Year.

A revision in the Quillen College of Medicine (COM) curriculum structure necessitates aligning the fee assessment with those changes. The Committee meeting materials included information regarding the changes. A task force was formed to investigate the process, and 10 peer institutions were reviewed as part of the curriculum restructure. Of the 10 institutions, nine were discovered to have equal tuition pricing for all classes. Beginning with the 2022-23 academic year, COM will be comparable with these other institutions in terms of curriculum and instruction delivery, as well as fee assessment. A two percent increase is proposed and a smoothing out of the fee assessment over a four-year period. The proposed fee assessment model for COM is Year M1: \$38,658 for 18 months of pre-clerkship; Year M2: \$38,658 for 18 months of pre-clerkship; Year M3: \$38,658 for 12 months of pre-clerkship; and Year M4: \$35,712 for 14 months of pre-clerkship.

The Gatton College of Pharmacy is also proposing a two percent fee increase. The current term fee is \$18,958, and the proposed term fee is \$19,337. There have been no price increases in the previous two years, and a cost study was completed to justify the fee increase.

The Quillen College of Medicine and the Gatton College of Pharmacy FY23 Tuition was approved as submitted, with Trustee Ron Ramsey making the motion and Board Chair Dr. Linda Latimer seconding the motion. The motion passed unanimously.

XVI. Action Item: Approval of Housing and Meal Plans for Fiscal Year 2023

Dr. King presented the Housing and Meal Plans for FY23. To promote affordability and remain competitive with local market forces, staff does not recommend student housing fee increases for the upcoming academic year. ETSU did not increase fees for housing in FY21.

The proposed meal plan rate adjustment is based on market increases as projected by Sodexo, ETSU's food service provider. Due to cost increases based on the consumer price index for meals, it is necessary to adjust meal plan fees to reflect these costs. Although Sodexo will raise the meal plan door rate by 4.3 percent, an increase of only

three percent is proposed for student meal plans paid to the University. Funds from the University's Dining Services Auxiliary Unit will cover the cost differential.

The Housing and Meal Plans Proposal for FY23 was approved as submitted, with Trustee Kelly Wolfe making the motion and Trustee Ron Ramsey seconding the motion. The motion passed unanimously.

XVII. Discussion of Proposed Salary Pool for Fiscal Year 2023 Budget Development

Dr. King presented proposed information relevant to a salary pool for FY23 budget development. The Governor's Budget proposes state funding for a four percent salary pool. According to the Tennessee Higher Education Commission's calculations, which are included in the Governor's proposed budget, the state would fund 55 percent of the salary increase, or \$3.27 million. An additional 45 percent, or \$2.7 million, would have to be financed by the University through enrollment growth or reallocation of other resources. Because the pool's funding is contingent on enrollment, any Board-approved salary adjustments will take effect in November 2022. The Governor's budget also proposed \$2.8 million in salary enhancement funding for the College of Medicine and Family Medicine. The Committee meeting materials contained a table outlining the history of salary improvement funding.

President Noland offered clarification in response to questions regarding the four percent salary pool provided by Governor Lee's budget. The President noted that Dr. King and her staff had prepared an analysis for the revenue from the Governor's budget, both for salary purposes as well as operating purposes. Together, the salary revenue, plus the operating revenue, will allow ETSU to offset the 45 percent or the \$2.7 million that the University is expected to fund. This will put the University in a position of going into the fall with a four percent salary pool for the campus, eliminating the need to raise tuition rates for undergraduate in-state students. President Noland cautioned that this is not a four percent across the board raise but rather a four percent pool directed toward salaries in targeted areas.

XVIII. Discussion of Comparative Tuition and Mandatory Fees for Tennessee Public Universities

The Committee reviewed comparative tuition and mandatory fee information for all the public universities in Tennessee. As outlined below, Dr. King advised the Committee that the Tennessee Tuition Transparency and Accountability Act compels the Board to evaluate many factors before increasing tuition. Details were included with the meeting materials.

- Level of state support.
- Total cost of attendance.
- Efforts to mitigate the economic effect on students.
- THEC binding tuition and mandatory fee increase ranges.
- Other factors affecting the university's financial stability include projected student enrollment and university enrollment goals; market and cost factors for higher education; new program or new facility costs; and costs related to operations, programs of study, or individual courses.

A five-year history of student tuition (maintenance fees) and mandatory fees compared to Tennessee Locally Governed Institutions (LGIs) and the University of Tennessee System was included in the meeting materials. Dr. King noted that the total tuition fees for ETSU are lower than average compared to other public universities in Tennessee.

XIX. Discussion of Preliminary Tuition and Mandatory Fees for Fiscal Year 2023 Budget Development

The Governor's proposed budget was presented with a zero percent tuition and mandatory fee increase for in-state undergraduate students. The university proposes a zero percent tuition and mandatory fee increase for all undergraduate and graduate students for FY23.

XX. Quarterly Financial Update

Dr. King presented the Committee with the quarterly financial update for the second quarter of fiscal year 2021–2022, comparing the current year (12/31/2021) to the prior year (12/31/2020) for the same 6-month period. Dr. King provided the following details regarding the financial activities of the University during the second quarter:

- The main campus revenue remains constant over the past year.
- Family Medicine revenue increased due to increased medical resident participation agreements, state appropriation increases, and ancillary increases.
- Gatton College of Pharmacy tuition revenue declined due to enrollment shifts. With a decrease in enrollment, Pharmacy has re-aligned their expenditure budget with their revenue budget.
- The unrestricted grants, contracts, and gifts were increased due to \$375,000 in gifts for the Blue Cross Blue Shield Blue Sky Program.
- A donation of \$181,000 worth of engineering equipment was received. Gifts in kind must be recorded as both revenue and expense.

- Medicine and Family Medicine expenditures were down slightly.
- The retirement incentive program has impacted the salaries and benefits line in a positive manner.
- Auxiliary income increased with ground-based activities on campus and housing occupancy rates.
- The total amount for Higher Education Emergency Relief Funds (HEERF) was \$62.9 million, with about 7.5 million left to drawdown.

The Committee discussed Gatton College of Pharmacy tuition, which is higher than the University of Tennessee pharmacy program. Ideas for securing public funding for the College in order to shift the student cost to a level comparable with the other public pharmacy schools were discussed.

Dr. King provided the Committee with a balance sheet at the request of Trustee Allen during the November 19, 2021 meeting. She pointed out that the balance sheet contains many items that do not change throughout the year due to reliance on information from the state that is only provided once a year. Dr. King discussed the following data on balance sheet information:

- Due to increased appropriations and HEERF funding, cash was up about \$20 million over the previous year-end.
- December accounts receivable was down, but December is traditionally a peak period for amounts due from students for spring term. The deadline for the fee payment was January 31, 2022, and the year-end report will reflect the adjustments.
- Liabilities increased slightly, but net pension and other assets remained relatively stable.
- Liabilities and accounts payable were somewhat higher, which is believed to be related to the two administrative closure days faculty and staff received in December. At year-end, there will be a significant change in unearned revenues, cash accounts receivable, student deposits, and prepaids.

Dr. King concluded the Quarterly Financial Update with information regarding a new Enterprise Resource Planning System (ERP) for ETSU. The funding for this system is included in the Governor's budget, which consists of a \$20 million appropriation for ETSU. Human Resources, Payroll, and Finance will be put in place first, followed by student implementation.

XXI. Quarterly Report of Agreements \$250,000 or Greater

As an information item, Dr. King provided the Committee with a list of contracts and purchase orders that exceed \$250,000, covering the time period of October-December 2021.

XXII. Action Item: Approval of Bonded Project for Housing and Residence Life

On behalf of Housing and Residence Life, Chief Operating Officer Jeremy Ross requested approval of a \$29.8 million bonded project for renovations and maintenance upgrades in multiple buildings. The request stems from an examination of current housing inventory as well as national and regional housing trends. According to Dr. Ross, the Division of Housing and Residence Life already has enough revenue to cover the debt service for these renovations. The buildings impacted will be Lucille Clement, which has a budget of \$11,800,000; Buc Ridge, which has a budget of \$5,000,000; Dossett Hall, which has a budget of \$5,000,000; West Hall, which has a budget of \$5,000,000; Stone Hall, which has a budget of \$2,000,000, and Luntsford Apartments, which has a budget of \$1,000,000.

The Housing and Residence Life \$29.8 million bonded project was approved as submitted, with Trustee Ron Ramsey making the motion and Board Chair Dr. Linda Latimer seconding the motion. The motion passed unanimously.

XXIII. Other Business

There were no other business items to discuss.

XXIV. Adjournment

Committee Chair Steve DeCarlo adjourned the meeting at 11:30 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

March 30, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee held a special called meeting on Wednesday, March 30, 2022, at 11:00 a.m. The meeting was conducted via teleconference, and public attendance to the meeting was available via livestream.

XXV. Call to Order

Committee Chair Steven DeCarlo called the meeting to order at 11:02 a.m.

XXVI. Roll Call

Due to the fact that Trustees participated remotely by electronic means, Board Secretary Dr. Adam Green asked a series of questions before calling the roll. Additionally, because the Trustees were participating remotely, Dr. Green informed Trustees that any votes taken must be taken by roll call.

In accordance with Tennessee Code 8-44-108 section (c) (3), Dr. Green asked the following questions to those who participated remotely:

- Are you able to clearly hear us so that you can participate in this meeting?
- Can you please identify any persons present in the room with you from which you are participating in this meeting?

Dr. Green proceeded with the roll call, and each Committee Member present responded that they could hear clearly and that they were alone in the room from which they were participating in the meeting.

Committee members present were:

Trustee Charles Allen
Student Kara Gilliam
Trustee Dorothy Grisham
Trustee Kelly Wolfe

Committee Chair Steve DeCarlo
Board Chair, Dr. Linda Latimer, joined after roll call
Absent: Trustee Ron Ramsey

Dr. Green informed Chairman DeCarlo that although a physical quorum was not present, a quorum did indeed exist by the inclusion of those members participating by electronic means.

In accordance with Tennessee Code 8-44-108 section (b) (2), Dr. Green offered the following circumstances which necessitated the reason for holding the meeting:

- It is necessary for the Finance and Administration Committee of the Board to review and approve undergraduate tuition and fees, the proposed salary pool for Fiscal Year 2023, and to review the budget proposal for 2022-2023 prior to the full Board of Trustees meeting on April 22.
- The prompt necessity of this Committee's meeting did not provide adequate time for this Committee's membership to make necessary arrangements to be physically present for a quorum.
- Dr. Green noted that participation by a quorum of the committee members by electronic or other means of communication was necessary.

A roll call vote was proposed to determine the necessity of holding the special meeting. Trustee Charles Allen made a motion to proceed with the vote, and Trustee Dorothy Grisham seconded the motion. A unanimous affirmative vote signified that a necessity did exist for the meeting to continue.

In addition to the Finance and Administration Committee Members, Trustees Janet Ayers, Virginia Foley, and Melissa Steagall-Jones participated in the meeting.

XXVII. Approval of Proposed Salary Pool for FY23 for Budget Development

The proposed salary pool for FY23 was presented to the Finance and Administration Committee by Dr. B.J. King, Chief Financial Officer. Dr. King reminded the Committee that a four percent salary pool for higher education was recommended in the Governor's budget for the State of Tennessee in his annual State of the State address.

Staff proposed budgeting for the salary pool but deferring implementation until November when fall enrollment is certain. This approach is consistent with the approach that was utilized for the current fiscal year.

The Proposed Salary Pool for FY23 was approved as submitted, with Trustee Dorothy Grisham making the motion and Board Chair Dr. Linda Latimer seconding the motion. A roll call vote was taken, and the motion passed unanimously.

XXVIII. Approval of Proposed Tuition and Mandatory Fees for Budget Development

Dr. King presented the proposed tuition and mandatory fees for undergraduate students for the upcoming academic year. Detailed information was included in the agenda materials. Trustees were reminded that Tennessee Tuition Transparency and Accountability Act compels the Board to evaluate many factors when considering tuition and fee rates:

- Level of state support.
- Total cost of attendance.
- Efforts to mitigate the economic effect on students.
- THEC binding tuition and mandatory fee increase ranges.
- Other factors affecting the university's financial stability include projected student enrollment and university enrollment goals; market and cost factors for higher education; new program or new facility costs; and costs related to operations, programs of study, or individual courses.

Based upon Governor Lee's proposed budget and the anticipated decision by the Tennessee Higher Education Commission (THEC) to approve a zero percent tuition/mandatory fee increase for undergraduate, staff proposed a zero percent tuition increase for in-state undergraduate students.

Dr. King requested the Committee's approval of a zero percent tuition and mandatory fee increase, as shown on page eight of the meeting agenda, applicable to the undergraduate and graduate students. Trustee Kelly Wolfe made a motion to approve Dr. King's proposal, followed by a second from Trustee Charles Allen. A vote by roll call was taken, and the motion passed unanimously.

The Full Board will take formal action regarding tuition and mandatory fees during their April quarterly meeting.

XXIX. Presentation of Spring Estimated and July Proposed Budgets

Dr. King stated that numerous aspects were considered when preparing the spring estimated and July proposed budgets which include:

- All university divisions participated in annual budget hearings.

- Salary pools were provided in the Governor's budget for the Main Campus, the College of Medicine, and Family Medicine.
- The state appropriation for the Main Campus salary funds approximately fifty-five percent of what is needed for the pool.
- New revenues or efficiencies within ETSU's budget will be required to fully fund the Main Campus salary pool match, faculty promotions, inflationary costs for employee benefits not paid by the state, inflationary costs for operations and increased campus footprint, and for an SGA wellness initiative which will impact Counseling, the University Health Center, and the Center for Physical Activity in FY23.

Dr. King presented the proposed budgets for the Main Campus, Quillen College of Medicine (COM), Family Medicine, and the non-state funded Gatton College of Pharmacy (GCOP). Detailed proposed budgets were included in the agenda materials.

The Committee and the Full Board will take formal action regarding FY23 budgets during their April quarterly meeting

XXX. Other Business

There were no other business items to discuss.

XXXI. Adjournment

A motion to adjourn was made by Trustee Kelly Wolfe and seconded by Trustee Charles Allen. The motion passed unanimously, and Committee Chair DeCarlo closed the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of the Minutes of February 18, 2022

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The minutes of the February 18, 2022 meeting of the Audit Committee are included in the meeting materials

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the February 18, 2022 meeting of the Audit 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
AUDIT COMMITTEE

MINUTES

February 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, February 18, 2022, at 11:30 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chairperson Melissa Steagall-Jones called the meeting to order at 11:30 a.m.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call and confirmed to the Committee Chair that a quorum was present.

Committee members present were:

Board Chair Dr. Linda Latimer
Trustee Ron Ramsey
Committee Chair Melissa Steagall-Jones
Absent: Trustee Dorothy Grisham

Trustees Charles Allen, Janet Ayers, Steven DeCarlo, Dr. Virginia Foley, Kara Gilliam, and Kelly Wolfe also participated in the meeting.

III. Approval of the Audit Committee Minutes from November 19, 2021

The minutes from November 19, 2021, were approved as submitted, with Board Chair Dr. Linda Latimer making the motion and Trustee Ron Ramsey seconding the motion. The motion passed unanimously.

IV. Revisions to the FY 2021-2022 Audit Plan

Rebecca A. Lewis, CPA, Chief Audit Executive, requested approval for three additions to the FY 2021-2022 Audit Plan.

Additions:

- Men's Soccer – At the request of Administration, due to the head coach's resignation.
- Football – At the request of Administration, due to the head coach's resignation.
- FWA 22-04 – Internal Audit received a possible fraud, waste, or abuse concern. Internal Audit will investigate and/or assign to the appropriate authority.

The revisions to the Audit Plan for FY 2021-2022 were approved as presented in the meeting materials, with Trustee Ron Ramsey making the motion and Board Chair Dr. Linda Latimer seconding the motion.

V. Audit Work Performed November 1, 2021, through January 31, 2022

Between November 1, 2021, and January 31, 2022, Internal Audit completed two audit reports and one investigation. Chief Audit Executive Rebecca A. Lewis, CPA, provided an overview of the audit reports and the investigation.

Ms. Lewis delivered her first audit report on women's basketball spending within the Department of Intercollegiate Athletics in accordance with the Annual Audit Plan. The audit was carried out following the resignation of the Women's Basketball Head Coach. The Coach was discovered to have direct control over one institutional index within the Banner system during the audit. This index's operational and travel expenditures were reviewed and tested for compliance with university policies and procedures. All direct payments to the Coach were chosen for testing, as well as a sample of other indirect expenditures, which included not only travel and miscellaneous operating expenses, but also purchasing card (procard) transactions. Based on the results of the testing, it appears that the Coach's expenditures are in accordance with the applicable University policies and procedures. The audit resulted in no observations or findings, and the audit objectives were met.

The second audit report provided by Ms. Lewis was a financial statement audit for WETS-FM Radio, which was conducted by Internal Audit personnel to determine the fair presentation of the financial statements for FY 2021, as required by the Corporation for Public Broadcasting (CPB). The audit report for WETS-FM Radio was issued with an unmodified opinion. Ms. Lewis stated that the financial statements fairly represented the radio station's financial position as of June 30, 2021, and that

the audit objectives were met. A summary of WETS-FM Radio's revenues, expenditures, and changes in net position for the year ending June 30, 2021, and June 30, 2020, was included in the meeting materials.

An investigation into the theft of cash and three iPads from Health Services Management was presented to the Committee by Ms. Lewis. The Mobile Alabama Police Department investigated the incident, and the Office of Internal Audit reviewed internal controls. Internal Audit received notification of a break-in at an employee's apartment in Mobile, Alabama, on June 7, 2021. This employee was working on the Health Services Management's Choose Well Evaluation Project, which was taking place in several adjacent states. The employee had between \$80 and \$100 of an ETSU petty cash fund stolen during the robbery. On June 14, 2021, Internal Audit was notified that three ETSU iPads were also stolen during the break-in. The iPads were valued at \$2,370, according to an asset report provided by Procurement and Contract Services. As of yet, there have been no recoveries. According to conversations with Health Services Management Administration, no Personal Private Information (PPI) appears to have been stored on the iPads. Internal Audit concluded that more controls should be considered to improve the security of university-owned assets and cash. The total loss was around \$2,500.

VI. Recommendation Log Status as of January 31, 2022

A recommendation log, included in the Board of Trustees meeting materials, listed previous audit recommendations for improving internal controls or procedures. Ms. Lewis explained that appropriate, corrective actions have been taken by management or are progressing in a timely fashion.

VII. Campus Safety and Emergency Overview/Annual Security & Fire Safety Report

ETSU's Chief Operating Officer, Jeremy Ross, provided an overview of staffing and outcomes related to safety and emergency preparedness. The presentation included the following topics:

- Operations and the Department of Emergency Management have been restructured, bringing the total number of full-time employees from zero to four. Existing talents have been used in new ways, allowing them to work together or act as a liaison between different units as well as national state agencies.
- Over 1,000 ETSU faculty and staff across campus have been trained in emergency procedures by the Emergency Management.

- Emergency Management created and implemented new active shooter training and simulation in collaboration with Walters State University, where executive staff and others were present.
- The University's THEC security assessment has been completed. All hazards were examined, and positive responses were received.
- A new Incident Command Center has been established.
- New security cameras have been installed.

The 2022 goals of the Department of Emergency Management include:

- Host the Team Awareness Kit (TAK) server for coordinated emergency response from federal, state, and local partners.
- Begin implementing a federated security ecosystem to incorporate current cameras and update access control.
- Utilize online platforms to more efficiently and effectively train the campus community and use the community as a force multiplier.
- Increase tabletop exercises to determine strengths and weaknesses.
- Increase preparedness through partnerships and training with external partners.

Mason Bowen, Director of Operations for Emergency Management, and Campus Police Chief Cesar Gracia gave an overview of ETSU's 2021 Annual Security & Fire Safety Report, which is published in accordance with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act. The full report can be found on ETSU's website. Highlights of the overview were:

- Mr. Bowen provided an overview of how ETSU collaborates, plans, and coordinates with our surrounding agencies through the use of Team Awareness Kit technology (TAK). ETSU will soon host a server for the entire region, including fire, EMS, and law enforcement.
- Chief Gracia stated that his team worked closely with the Office of Legal Counsel's Clery Compliance Coordinator to compile the 2021 Annual Security and Fire Report. They were also able to work with the Campus Security Authority (CSA) to obtain accurate data about campus incidents for the report.

VIII. Other Business

There was no other business to discuss.

IX. Executive Session to Discuss Active Audits, Enterprise Risk Management

The Committee Chair asked the Audit Committee to adjourn to Executive Session to discuss active audits and enterprise risk management.

X. Adjournment

The Audit Committee adjourned at the conclusion of the Executive Session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022
ITEM: President Emeritus Contract for Dr. Stanton
RECOMMENDED ACTION: Approve
PRESENTED BY: Adam Green
Secretary

In accordance with guidelines for President Emeritus employment, forms have been completed by Dr. Stanton and reviewed by Dr. Noland, certifying work performed during the 2021-22 fiscal year and the minimum number of hours performing the work. State law requires Board of Trustee approval for renewal of this President Emeritus contract. The certification for the 2021-22 fiscal year are included in the meeting materials for Dr. Paul E. Stanton, Jr.

MOTION: I move the following resolution by the Board of Trustees.

RESOLUTION: The Board of Trustees approves the certification and contract for Dr. Stanton, authorizing Dr. Noland to sign the President Emeritus contract for 2022-23.

**BOARD OF TRUSTEES
EAST TENNESSEE STATE UNIVERSITY**

**NOTICE OF PART-TIME EMPLOYMENT AND AGREEMENT
FOR PRESIDENT EMERITUS**

**TO: Dr. Paul Stanton
1411 Walnut Grove Road
Jonesborough, TN 37659**

This is to confirm your part-time appointment to a position approved by the ETSU Board of Trustees as President Emeritus of East Tennessee State University for a period beginning July 1, 2022 at a monthly salary of \$ 4,600.67, subject to the terms and conditions hereinafter set forth and our acceptance thereof:

- 1. This appointment is made subject to the laws of the State of Tennessee as well as the requirements and policies of this institution.**
- 2. The term of this agreement is July 1, 2022 to June 30, 2023. It may be renewed on an annual basis following review of the emeritus work performed and approval by the ETSU Board of Trustees.**
- 3. The above stated salary is contingent upon your successful completion of service for the full term of this agreement. The salary will accrue and will be payable monthly. In the event of failure to complete the specific terms of the appointment, salary will be prorated in accordance with the policies of the institution.**
- 4. This appointment and the above-stated salary are in consideration of your faithful performance to the best of your ability of the duties and responsibilities assigned to you as a part-time employee of this institution. These duties include:**
 - Orientation, consultation, and advisement to Dr. Brian Noland.**
 - Fund raising for East Tennessee State University as needed.**

•• Institution-community relations and activities for East Tennessee State University.

•• Consultation for East Tennessee State University.

5. As a part-time employee, you are not eligible for employment benefits (retirement credit, state insurance plan, annual or sick leave, holiday pay, or longevity credit).
Notwithstanding, social security will be deducted from your paycheck unless you are a member of a retirement system or are a rehired annuitant as specified in 26 CFR Part 31.
6. This appointment does not include any assurance, obligation, or guarantee of subsequent employment.
7. This agreement may be terminated without prior notice.
8. By acceptance of this appointment, you agree to abide by the terms of the Drug-Free Workplace Act of 1988 as defined in published institution statements and policy. You also agree to notify the Office of Personnel of any criminal drug conviction for a violation occurring in the workplace no later than five (5) days after such conviction.
9. You are required to notify the President should you become employed at another state agency/institution.
10. The following special conditions shall govern this appointment:

The retired employee accepts employment for up to 120 days during a 12-month period. The number of hours actually worked will be provided to the institution upon request and will be no less than 276 hours.

I accept the appointment described above under the terms and conditions set forth.

APPOINTEE

Paul E. Stanton, Jr.

DATE

3/1/22

B. Bell
PRESIDENT

DATE 3-7-22

CHAIR, ETSU BOARD OF TRUSTEES

DATE

**President Emeritus Report
2021-22**

During this fiscal year, I performed the following functions (attached) for East Tennessee State University.

(Please type your report and attached it to this work sheet)

I spent at least 276 hours performing the work but less than 120 days.

Paul E. Stanton, Jr.

3/1/22

President Emeritus

Date

For East Tennessee State University:

I have reviewed the work of Dr. Paul E. Stanton, Jr., for 2021-22, and I am satisfied that it was well performed.

President

Date

Chair, ETSU Board of Trustees

Date

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Revisions to the FY 2021-2022 Audit Plan

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2021-2022 audit plan since the last meeting.

Additions

Guest and Group Housing – An audit of guest and group housing was requested by management.

FWA 22-05 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 22-06 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Deletions

Football – Internal Audit is changing how it completes audits within Athletics. Rather than conducting an audit at the end of a head coach’s tenure, Internal Audit will review a specific risk area and conduct the audit across all sports on an annual basis.

NCAA Compliance – This audit was removed in order to add the Group and Guest Housing Audit.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Promotion and Tenure of Faculty Members

COMMITTEE: Academic, Research, and Student Success

RECOMMENDATION: Approve

PRESENTED BY: Dr. Kimberly D. McCorkle
Provost and Senior Vice President for Academics

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. Tenure is an essential tenet in upholding the value of academic freedom. Academic freedom is necessary for the creation, distribution and application of knowledge. The assurances that accompany tenure allow university faculty to responsibly engage in professional and community service, teach students to engage with empirically-sound information, and conduct ethical and important research. In this respect, tenure and promotion are essential to the University's mission to improve the quality of life in the region and beyond. 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

April 5, 2022

Adam Green, Ed.D.
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. Attachment B provides numbers of ETSU faculty with tenure and by professorial rank in fall 2021. The faculty listed below are recommended for tenure upon appointment.

Recommended for Tenure upon Appointment

Dr. Heidi Campbell

University School
Clemmer College

Heidi Campbell was appointed to the faculty in University School in Clemmer College on September 30th, 2021. This recommendation for Dr. Campbell's tenure at the rank of Instructor is presented with the full support of University School faculty, the University School Director, the college dean, and the president. Dr. Campbell was originally hired at University School in 2012 and earned tenure in 2018. In July 2020, she was hired by Greeneville City schools as assistant principal for Greeneville High School. She has returned to University School in the position of K-12 Testing and Curriculum Coordinator. Dr. Campbell earned a B.A. in History and a Master of Arts in Teaching from Christopher Newport University. In 2021, Dr. Campbell successfully completed an Ed.D. in Educational Leadership and Policy Analysis at East Tennessee State University. She has worked in education as a teacher or administrator for more than 16 years and has an active service record in state and regional organizations.

Dr. Tau Huang

Art & Design
College of Arts & Sciences

Dr. Tau Huang will be appointed Chair of the Department of Art & Design in the College of Arts and Sciences effective July 1, 2022. This recommendation for Dr. Huang's appointment with tenure at the rank of professor is presented with the full support of the faculty and interim chair of the department, the college dean, and the president. Dr. Huang earned a Bachelor of Science in Industrial Design from the Beijing Institute of Technology. She also holds an M.F.A. in Industrial Design from the Guangzhou Academy of Fine Arts and a Ph.D. in Architecture and Design Research from Virginia Tech. Dr. Huang comes to ETSU from the Design BFA program at Southern Illinois University at Carbondale where she has held the rank of Associate Professor

since 2015. In addition to teaching courses in Industrial Design Analysis and Research, Basic Materials and Processes, and Computer-aided Industrial Design, Dr. Huang has an impressive publication record and has been an invited presenter at several national and international universities. Her notable achievements in teaching and scholarship are accompanied by a strong record of service and Dr. Huang has won a number of awards for her innovative work in design, technology, and teaching.

Dr. Kelly Karpa

Medical Education

Quillen College of Medicine

Dr. Kelly Karpa was appointed to the faculty in the Department of Medical Education in the Quillen College of Medicine on April 4, 2022. This recommendation for Dr. Karpa's appointment with tenure at the rank of professor is presented with the full support of the faculty and interim chair of the department, the college dean, and the president. Dr. Karpa comes to ETSU from the Department of Pharmacology in The Pennsylvania State University College of Medicine. Dr. Karpa holds a B.S. in Pharmacy from University of the Sciences and a Ph.D. in Pharmacology from Pennsylvania State University's College of Medicine. In addition to having more than 20 years of clinical experience, Dr. Karpa has an impressive record of scholarship, teaching, and service. She has published three books and more than 1200 brief articles, clinical updates, monographs, and peer-reviewed manuscripts. Her strong record of teaching is supported by numerous teaching awards, and she has taught team-based concepts to a variety of learners across the healthcare spectrum. Additionally, she has served the pharmacology profession through numerous roles in state, regional, and national organizations.

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

Sincerely,



Brian Noland
President

Attachments

Copies:

Kimberly D. McCorkle, Provost
Human Resources

Attachment A: Tenure and Promotion Recommendations for 2022-2023

College/Faculty Name	Department	Rank ¹	Tenure Location ²
Arts and Sciences			
P	Baker, Joseph Boner, Daniel Deehan, Gerald Dodd, Julia Dunn, Robert	Sociology & Anthropology Appalachian Studies Psychology Psychology Media & Communication	Professor Professor Associate Associate Professor
P	Edwards, Bradley Fletcher, Rebecca Frye-Clark, Stephanie Holtmeier, Matthew	Criminal Justice & Criminology Appalachian Studies Music Literature & Language	Associate Associate Associate Associate
A	Huang, Tao Keaton, Rodney Kovac, David Lange, Shara Morelen, Diana Nash, Steven Richards, Melanie	Art & Design Mathematics & Statistics Music Media & Communication Psychology History Media & Communication	Professor Associate Associate Professor Associate Professor Associate
P	Ross, Andrew Samuels, Joshua Vasiliev, Aleksey Wilson, Kimberly	Art & Design Geosciences Chemistry Political Sc, Intl Affairs, Pub Adm	Professor Associate Professor Associate
Business and Technology			
	Kim, Sookhyun Liang, Beichen Mitchell, Lorianne Newhard, Joseph Shrestha, Krishna Uddin, Mohammad	Management & Marketing Management & Marketing Management & Marketing Economics & Finance Engineering, Engin Tech, Surveying Engineering, Engin Tech, Surveying	Professor Professor Associate Associate Professor
Clemmer College			
A	Campbell, Heidi	University School	University School
PT	Dunkley, Lisa Facun-Granadozo, Ruth	Counseling & Human Services Early Childhood Education	Associate Associate
PT	Jones, Charles Keith, Karin	Sport, Exer, Recreation, Kinesiology Curriculum & Instruction	Associate Professor
PT	Ko, Kwangman Milner, Rebecca Novotny, Bethany	Counseling & Human Services Counseling & Human Services Counseling & Human Services	Associate Associate Associate
PT	Olson, Leann	Sport, Exer, Recreation, Kinesiology	Associate
P	Rowe, Dawn Weems, Bryan	Educ Foundations & Special Educ University School	Professor Associate
Clinical and Rehabilitative Health Sciences			
	Boone, James Bourassa, Michael Dye, Heather Guntupalli, Chaya Lee, Michelle Thibeault, Deborah	Rehabilitative Sciences Rehabilitative Sciences Social Work Audio & Speech-Lang Pathology Rehabilitative Sciences Social Work	Associate Associate Associate Professor Professor Associate
Graduate and Continuing Studies			
	Johnson, Amy	Cross-Disciplinary Studies	Cross-Disciplinary Studies
Library			
	Clamon, Travis	University Libraries	Associate

Tenure and Promotion Recommendations for 2022-2023

College/Faculty Name	Department	Rank ¹	Tenure Location ²
Medicine			
	Aziz, Saba	Internal Medicine	Associate
	Click, Ivy	Family Medicine	Associate
P	Denham, James	Medical Education	Professor
	Dodd, William	Pediatrics	Associate
	Harris, Erin	Family Medicine	Associate
	Ibrahim, Lamis	Internal Medicine	Professor
A	Karpa, Kelly	Medical Education	Medical Education
	Los, Evan	Pediatrics	Associate
	Ma, Zuchao	Surgery	Associate
P	Moore, Jennifer	Internal Medicine	Associate
	Ozment, Tammy	Surgery	Surgery
T	Polichnowski, Aaron	Biomedical Sciences	Associate
T	Rodriguez Gil, Diego	Biomedical Sciences	Associate
	Stockwell, Glenda	Family Medicine	Professor
	Wang, Ling	Internal Medicine	Associate
Nursing			
	Hemphill, Jean	Graduate Nursing	Professor
	Mullins, Christine	Graduate Nursing	Associate
	Weierbach, Florence	Graduate Nursing	Professor
Pharmacy			
	Covert, Kelly	Pharmacy Practice	Associate
Public Health			
	Zheng, Shimin	Biostatistics & Epidemiology	Professor

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

Attachment B
ETSU Faculty 2021-22 by Academic Rank

College	Professor	Associate Professor	Assistant Professor	Instructor	Senior Lecturer	Master Lecturer	Lecturer	Other	Grand Total
Academic Affairs		1							1
Arts and Sciences	84	62	56		20		14	1	237
Business and Technology	25	29	21	3	3		13		94
Clemmer College	23	20	21	42			6		112
Clinical and Rehabilitative Health Sciences	13	12	32						57
Gatton College of Pharmacy	10	11	7			1			29
Graduate and Continuing Studies	1	1	1						3
Honors	1								1
Nursing	1	11	23	31			2		68
Public Health	9	17	14	2	4		2	2	50
Quillen College of Medicine	70	40	77	2					189
University Libraries	1	2	6						9
Grand Total	238	206	258	80	27	1	37	3	850

ETSU Faculty 2021-22 by Tenure Status

College	Tenure	On Tenure Track	Clinical	Research	Ineligible	Term Contract	Grand Total
Academic Affairs	1						1
Arts and Sciences	149	49	1	1	38		238
Business and Technology	47	22	2		24		95
Clemmer College	70	32	4		6		112
Clinical and Rehabilitative Health Sciences	24	11	21	1			57
Gatton College of Pharmacy	8	3	17		1		29
Graduate and Continuing Studies	2	1					3
Honors	1						1
Nursing	14	13	23		18		68
Public Health	24	9	6	5	4		48
Quillen College of Medicine	51	9	113	13	2	1	189
University Libraries	3	3	3				9
Grand Total	394	152	190	20	93	1	850

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of Extension for Fixed Price Online Masters in Criminal Justice and Criminology

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Joe Bidwell
Interim Dean, College of Arts and Sciences

The Board of Trustees approved a fixed price model for the launch of a fully online Master of Arts degree in Criminal Justice and Criminology in the Fall of 2018. The model established a total cost for each credit hour at \$550, containing the following components: tuition - \$470; program fee - \$30; and an online fee - \$50. The approved model guaranteed no price increase to student cohorts for three years, and extended to cohorts recruited for Academic Year (AY)19-20, AY20-21, and AY21-22.

In partnership with the Registrar, the Bursar, ETSU Online, and many others, the college and department have been very successful in launching and growing this program. Enrollment in the online program has increased from an initial Fall 2019 cohort of 20 students to a current cohort of 37 students in Fall 2021 and should grow to at least 42 students from existing cohorts in Fall 2022. For reference, the existing traditional program enrollment stood at 12 students in Fall 2018. Fifteen students have either graduated or will graduate by the end of the Summer 2022 term. Total program enrollment for both traditional and online students was at 54 students in Fall 2021.

Admitted students have cited the primary drivers of interest in the program to include the fixed cost model, the inclusion of materials, the diversity of course offering and faculty expertise, along with the curriculum flexibility, therefore the college requests approval to extend the fixed price tuition model of \$550 per credit hour for new student cohorts joining the program in AY22-23, AY23-24, and AY24-25 so that the program can continue to both maintain and grow enrollment.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed extension of the fixed price for fully online Master of Arts degree in Criminal Justice and Criminology is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of Tuition Rate for High School Dual Enrollment Students

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Heather Levesque
Director of Undergraduate Admissions

During the 2021 Tennessee Legislative Session, lawmakers passed SB 482 and HB 752, which increased the grant award for students participating in dual enrollment. With Governor Bill Lee’s signature, the law became effective on January 1, 2022.

The grant, which is administered by The Tennessee Student Assistance Corporation (TSAC), is increasing from \$1,200 for four classes implemented as \$500, \$500, \$200, \$0 to \$2,172 for four classes implemented as \$543, \$543, \$543, \$543. The current per credit hour rate is \$166 to equal the grant award for the first two classes.

Staff is proposing increasing the fee to \$181 per credit hour to match the state afforded grant funds for the first four classes.

	Current/cr hr	Paid by	Proposed/cr hr	Paid by
Grants 1 – 2	\$166 cr hr/ \$498 course	TSAC grant \$500	\$181 cr hr/ \$543 course	TSAC grant \$543
Grant 3 current	\$166 cr hr/ \$498 course	TSAC \$200/ETSU scholarship \$300		
Grant 4 current	\$166 cr hr/ \$498 course	ETSU scholarship		
Grant 3 & 4- proposed			\$181 cr hr/ \$543 course	TSAC grant \$543

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The proposed increase in tuition for Dual Enrollment courses is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Approval of Spring Estimated and July Proposed Budgets

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

In compliance with Tennessee Code Annotated 49-8-203 (a) (1) (C) ETSU policy Budget Control requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), two non-formula units (College of Medicine and Family Medicine) and one self-funded unit (College of Pharmacy). The three components for each budget are as follows:

1. The proposed budget to fund the fiscal year beginning July 1;
2. The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
3. The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board will consider the 2021-22 spring estimated budgets and the July 2022-23 proposed budgets for the one formula funded unit, two non-formula units and one self-funded unit. In meetings held during the last year, the Board approved the 2021-22 July proposed and October revised budgets. The proposed budgets for the new fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Details of these budgets are outlined below.

MOTION: I move that the Finance and Administration Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The estimated Spring 2021-22 and proposed July 2022-23 budgets that incorporate the previously approved salary pool by the committee are approved as presented in the meeting materials contingent on the approval of the Governor's budget and THEC binding tuition limit.

Main Campus Budget

	Actual 20-21	Orig. 2021-22	Oct. Revised	Est. Spring	July Proposed	F22 to FY23
Revenue	\$ 257,646,700	\$ 271,968,800	\$ 266,760,600	\$ 267,100,000	\$ 276,650,300	\$ 4,681,500

Expenditures and Transfers

Instruction	\$ 101,757,538	\$ 111,077,600	\$ 121,844,100	\$ 121,148,500	\$ 113,653,400	\$ 2,575,800
Research	3,382,885	4,038,600	7,581,800	7,321,700	5,290,900	1,252,300
Public Service	2,545,371	2,781,300	3,178,700	3,371,100	3,190,600	409,300
Academic Support	22,245,924	24,667,200	28,580,000	27,803,900	24,881,500	214,300
Student Services	24,615,706	25,178,400	26,082,500	26,335,300	26,210,900	1,032,500
Institutional Support	17,075,965	18,559,000	22,025,100	31,826,900	19,267,000	708,000
Facilities	15,003,038	17,958,000	18,846,200	19,548,100	19,354,000	1,396,000
Scholarships	33,302,817	35,340,500	33,926,200	33,624,300	29,994,400	(5,346,100)
Total before transfers	219,929,244	239,600,600	262,064,600	270,979,800	241,842,700	2,242,100
Debt Service	5,775,895	5,861,900	5,658,600	5,658,600	5,658,600	(203,300)
Non-Mandatory Transfers	7,323,449	3,123,400	2,667,600	(6,201,800)	2,972,500	(150,900)
Auxiliaries Exp & Tnfrs	18,478,984	23,178,800	24,624,600	24,918,400	25,926,000	2,747,200
Total	\$ 251,507,572	\$ 271,764,700	\$ 295,015,400	\$ 295,355,000	\$ 276,399,800	\$ 4,635,100

FT Unrestricted and Auxiliary Positions

	Orig. 20-21	Oct. Revised	July Proposed	F21 to F22
Faculty	711	714	730	19
Administration	40	39	38	(1)
Maint/Tech/Support	473	467	467	(6)
Professional Support	525	536	551	26
Sub Total	1,749	1,756	1,786	37
Auxiliaries	44	44	45	1
Total	1,793	1,800	1,831	38*

*Staff will work to repurpose vacant positions when filling new position requests.

Quillen College of Medicine Budget

	Actual 20-21	Orig. 21-22	Oct. Revised	Est. Spring	July Proposed	F22 to F23
Revenue	\$ 63,264,277	\$ 66,740,400	\$ 67,711,700	\$ 67,711,800	\$ 73,117,500	\$6,377,100
<u>Expenditures and Transfers</u>						
Instruction	\$ 40,364,981	\$ 47,075,200	\$ 50,384,400	\$ 48,977,600	\$ 47,647,400	\$572,200
Research	1,762,046	3,965,900	5,164,300	6,708,100	7,350,900	3,385,000
Academic Support	6,315,672	7,682,700	7,624,400	7,659,600	9,277,700	1,595,000
Student Services	1,590,230	1,679,900	2,072,500	2,255,500	2,488,700	808,800
Institutional Support	3,376,912	3,496,200	3,827,300	3,943,500	3,935,700	439,500
Facilities	4,270,562	6,799,100	6,980,600	7,177,600	7,164,600	365,500
Scholarships	255,000	260,000	265,000	265,000	260,000	-
Total before transfers	57,935,403	70,959,000	76,318,500	76,986,900	78,125,000	7,166,000
Debt Service	95,894	105,000	105,000	105,000	105,900	900
Non-Mandatory Transfers	7,191,249	(4,379,300)	(8,090,900)	(8,804,300)	(5,213,200)	(833,900)
Total	\$ 65,222,546	\$ 66,684,700	\$ 68,332,600	\$ 68,287,600	\$ 73,017,700	\$6,333,000

FT Unrestricted and Auxiliary Positions	Orig. 20-21	Oct. Revised	July Proposed	F21 to F22
Faculty	158	158	161	3
Administration	7	7	6	(1)
Maint/Tech/Support	110	108	108	(2)
Professional Support	88	90	96	8
Total	363	363	371	8*

*Staff will work to repurpose vacant positions when filling new position requests.

Family Medicine Budget

	Actual 20-21	Orig. 21-22	Oct. Revised	Est. Spring	July Proposed	F22 to F23
Revenue	\$ 18,214,550	\$ 18,191,400	\$ 18,448,600	\$ 19,008,600	\$ 18,526,700	\$ 335,300
<u>Expenditures and Transfers</u>						
Instruction	\$ 12,399,769	\$ 12,298,300	\$ 12,140,200	\$ 13,592,300	\$ 12,651,200	\$ 352,900
Research	184,398	286,400	260,600	175,600	287,500	1,100
Academic Support	3,488,543	3,882,300	3,840,500	3,764,300	3,902,400	20,100
Institutional Support	1,376,403	1,627,300	1,714,100	1,574,300	1,663,400	36,100
Facilities	407,260	499,200	429,400	531,600	405,000	(94,200)
Total before transfers	17,856,373	18,593,500	18,384,800	19,638,100	18,909,500	316,000
Non-Mandatory transfers	336,313	(397,000)	(575,000)	(197,800)	(372,700)	24,300
Total	\$ 18,192,686	\$ 18,196,500	\$ 17,809,800	\$ 19,440,300	\$ 18,536,800	\$ 340,300

FT Unrestricted and Auxiliary Positions	Orig. 19-20	Oct. Revised	July Proposed	F21 to F22
Faculty	35	35	32	(3)
Administration	-	-	-	-
Maint/Tech/Support	52	52	52	-
Professional Support	29	29	30	1
Total	116	116	114	(2)

Gatton College of Pharmacy Budget

	Actual 20-21	Orig. 21-22	Oct. Revised	Est. Spring	July Proposed	F22 to F23
Revenue	\$ 10,624,894	\$ 9,610,800	\$ 9,974,700	\$ 9,681,300	\$ 8,286,500	(\$1,324,300)
<u>Expenditures and Transfers</u>						
Instruction	\$ 6,323,887	\$ 6,538,200	\$ 7,158,600	\$ 6,969,000	\$ 5,782,400	(\$755,800)
Research	122,609	112,500	480,800	422,900	99,800	(12,700)
Academic Support	1,190,306	1,181,500	1,358,000	1,525,000	1,466,100	284,600
Student Services	559,914	655,800	711,400	662,800	663,300	7,500
Institutional Support	533,977	566,300	630,200	596,800	515,400	(50,900)
Facilities	483,345	341,700	487,100	494,700	343,400	1,700
Scholarships	418,314	13,000	213,700	196,500	13,000	-
Total before transfers	9,632,352	9,409,000	11,039,800	10,867,700	8,883,400	(525,600)
Debt Service	676,668	675,000	675,600	675,100	672,900	(2,100)
Non-Mandatory Transfers	(450,773)	(473,200)	855,800	850,000	(1,269,800)	(796,600)
Total	\$ 9,858,247	\$ 9,610,800	\$ 12,571,200	\$ 12,392,800	\$ 8,286,500	(\$1,324,300)

FT Unrestricted and Auxiliary Positions	Orig. 20-21	Oct. Revised	July Proposed	F21 to F22
Faculty	35	33	30	(5)
Administration	1	2	2	1
Maint/Tech/Support	14	12	12	(2)
Professional Support	15	12	12	(3)
Total	65	59	56	(9)

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Capital Budget Submittals and Disclosures FY22-23

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Jeremy Ross
Chief Operating Officer

The overall goal of facilities planning for the Tennessee Higher Education Commission (THEC) is to provide physical facilities that enable each institution to provide a quality educational atmosphere to fulfill their role and mission. This goal is accomplished through annual recommendation for the funding of projects in capital outlay and capital maintenance as follows:

Capital outlay projects utilize state funding in whole or in part. They include new facilities or additions required by enrollments or significant changes in programmatic requirements; major renovation which change the function, use or capacity of existing space; major expansions or conversion of central energy plants; and major renovation projects which upgrade or appreciable extend the life of an existing facility.

Capital maintenance projects recommended each year provide a multi-year commitment to protect the integrity of the building structures or bring the equipment or systems in the buildings into compliance with current federal, state, and local standards.

Below is a list of ETSU's capital projects and priorities for fiscal year 2022-2023:

Capital Outlay - \$154,100,000 – Submitted 09/15

1. Brown Hall Renovation North (\$47,700,000)
2. Integrated Health Services Building (\$43,900,000)
3. ETSU Academic Building (\$62,500,000)

Capital Maintenance - \$7,550,000 – Submitted 08/02

1. HVAC and Steam Line Repairs (Phase 2) (\$3,800,000) 2nd part of FY21-22's allocation
2. Multiple Buildings Roof Replacements (\$2,800,000) 2nd part of FY21-22's allocation
3. Radio Tower Repair & Replacement (\$950,000)

Capital Disclosures - \$36,945,000 – Submitted 08/02 & 01/18/22

1. Sam Wilson Renovation & Addition (\$31,250,000)
2. John Robert Bell Drive Upgrade (\$1,200,000) Nicks Hall Nursing Renovation (\$1,500,000)
3. Warren-Greene Golf Complex Renovation (\$495,000)
4. Kingsport Program Expansion (Nursing Allendale – Sim Lab) (\$2,500,000)

MOTION: I move that the Board of Trustees adopt the following resolution, approving the submission of the capital outlay, capital maintenance, and disclosed projects as presented in committee to the Tennessee Higher Education Commission.

RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's submission of the capital outlay, capital maintenance, and disclosed projects to the Tennessee Higher Education Commission.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 22, 2022

ITEM: Center for Rural Health Research Update

PRESENTED BY: Michael Meit
Director of Research and Programs
ETSU Center for Rural Health Research

Michael Meit of the ETSU Center for Rural Health Research will provide an update on the growth and development since the Center was established in July 2019. He will report on the main focus areas for the Center, work currently conducted on behalf of Ballad Health System and the Tennessee Department of Health, and the Center's expanded portfolio of work for the Appalachian Regional Commission, U.S. Health Resources and Services Administration, U.S. Centers for Disease Control and Prevention, and others. To date, the Center has received grant awards and extramural funding exceeding \$8 million above and beyond core support, with an additional \$1.5 million in new grants pending.

ETSU Center for Rural Health Research Overview

Board of Trustees Meeting
April 22, 2020



About the Center for Rural Health Research

- Formally announced by Governor Bill Lee: July 16, 2019
- “In order for Tennessee to truly lead the nation, we must ensure we help all Tennesseans succeed, particularly in our rural areas. . . One way to help our rural areas is to improve the health outcomes in these areas. Ballad Health and ETSU are leading in this effort, and today’s announcement reflects the State’s commitment to work with them to find solutions.” Governor Bill Lee
- Core support from the state of Tennessee and Ballad Health totaling \$2.25 million annually



Center for Rural Health Research: Staffing

- 7 core research faculty (recruiting 2 more); 1 coordinator
- 1 statewide program manager (shared with MMC and UTHSC) & 3 statewide data coordinators
- 6 graduate assistants (adding 5 more)
- 5 associated faculty

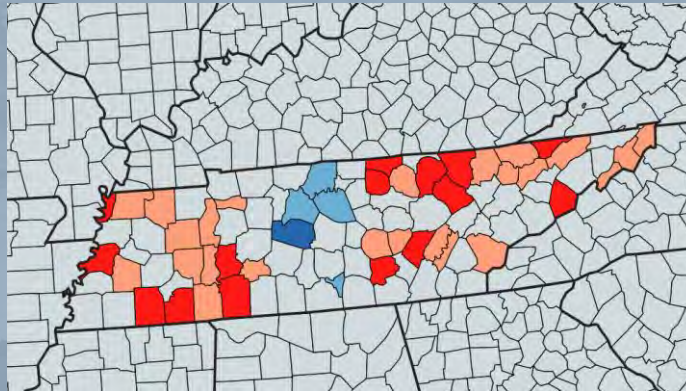


Center for Rural Health Research: The Vision

- Center Vision
 - *Be the trusted home that supports and promotes rural health and well being*
- Center Mission
 - *Positively engage communities to advance health and improve quality of life*
- Foundational Pillars
 - *Community Engagement, Policy, Research, and Training*
- Center Scope
 - *Community, State, Region, Nation*



*TN Support: Work with the Distressed & At-Risk
Counties of Tennessee*



*Center for Rural Health Research:
Support for CDC's Grant to TDH to Address COVID-19 Health Inequities*

- \$4.6mil, 2 year award
- East Grand Division Coordinating Center
 - Sub-contract \$2.35 million to community and faith based organizations to address COVID-19 inequities facing racial and ethnic minority and rural populations
 - Provide implementation technical assistance
- Statewide Evaluation
 - Design and implement statewide evaluation of TDH grant program, including development of metrics, sub-awardee reporting system, data support and technical assistance, analysis and reporting.



Ballad Support: Research and Evaluation Initiatives within the Ballad Region



Center for Rural Health Research: Ballad Health Initiatives

- **STRONG Starts**
 - Perinatal
 - Intervention
 - Study
 - Longitudinal
 - Study
 - Database
 - Longitudinal Programmatic Intervention Investments
- **STRONG ACC Project**
 - Surveys
 - Backbone support
- **Uninsured/Underinsured Projects**
 - Care Coordination
 - Care Management
- **PEER Help**
 - Evaluation of SUD Treatment and Workforce Training program
- **Scanner Study**
 - Evaluation of body scanner donated to Sullivan County jail



Center for Rural Health Research: HRSA Rural Health Research Center

- In September, 2020 ETSU Funded as one of 7 federally funded Rural Health Research Centers – 4 year, \$2.8 million award
 - Minnesota, South Carolina, Kentucky, Washington, Southern Maine, North Carolina
- ETSU/NORC Rural Health Equity Research Center
 - Collaboration between ETSU Addiction Science Center, ETSU CRHR, and NORC Walsh Center for Rural Health Analysis.
 - Primary focus on SUD, with additional expertise in payment models, social services delivery, community health worker programs, early childhood, and others.



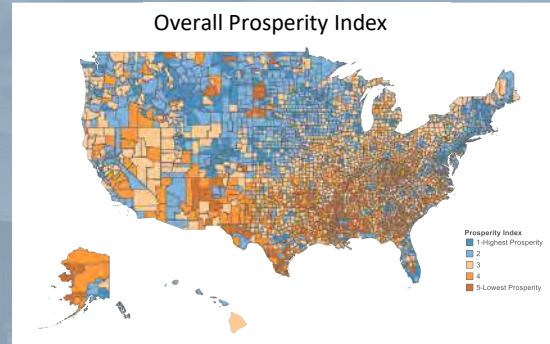
Center for Rural Health Research: Rural Recovery Ecosystem Index (HRSA)

- HRSA funded via the Fletcher Group, a HRSA-funded Rural Community Opioid Response Program TA provider
 - Work with NORC to adapt Overdose Mapping Tool and Prosperity Index design process to measure the relative strength of rural community recovery ecosystems.
 - Engaging Technical Expert Panel to identify county level measures to assess factors such as treatment availability, recovery housing, second chance employment, etc.



Center for Rural Health Research: Putting Data Into the Hands of Local Decision Makers (CDC)

- CDC contract via NORC's National Immunization Survey agreement.
- Build out Prosperity Index as standalone tool, with COVID-19, social determinants, and leading causes of death overlays.
- Conduct qualitative study on rural vaccine hesitancy.



Tennessee Community Engaged Alliance Against COVID-19 (NIH)

Subcontract with Meharry Medical College as part of NIH study awarded to RTI

- Provide COVID-19 Vaccination Education in person and online
- Drive the public to the tnceal.org website as a source for factual quality vaccine information
- Make regular Facebook posts encouraging pro-vaccination behaviors and providing valid information and sources about the ongoing COVID-19 pandemic
- Target people of color at in-person events and inform them about the tnceal.org where they can enroll in a health education clinical trial framework
- Train ETSU public health graduate students on community-facing education and recruitment techniques
- Serve on the statewide research team for analysis and publication of results



Center for Rural Health Research: Contract Studies

- NORC at the University of Chicago
 - Declining overdose mortality in Eastern Kentucky (CDC)
 - ACES in Huntington, WV (CDC)
 - Health Promotion through community parks (NRPA)
 - Deaths of Despair in Appalachia (ARC)
 - Overdose mapping tools (USDA)
 - AMA Opioid Dashboard Analysis (AMA)
- Medical University of South Carolina
 - Behavioral activation app for adults with elevated depressive symptoms
 - Nationwide clinical trial evaluating sampling E-cigarettes
 - SC clinical trial evaluating Varenicline sampling
- University of Kentucky Center for Excellence in Rural Health
 - Regional COVID-19 Survey Data Analysis and Reporting (providers, patients, policymakers)



Center for Rural Health Research: Proposals Under Review/Soon-To-Be Submitted

- Appalachian Regional Commission
 - Evaluation of the ARC INSPIRE Program (\$150K)
- Health Resources and Services Administration
 - Public Health Workforce Research Center in collaboration with the University of Minnesota, Columbia University, Johns Hopkins University, the University of Washington, and Indiana University (\$450K)
- National Association of County and City Health Officials (originating from CDC)
 - Rural Public Health Training for local health departments (\$300K)
 - Rural Public Health Preparedness Research (\$1mil)



Center for Rural Health Research: By the numbers ...

- Core Funding (\$2.25 million/year):
 - \$750,000 State of Tennessee
 - \$1,500,000 Ballad Health System
- New Funding Since Inception (\$8,000,000+)
 - TDH COVID-19 Health Disparities
 - HRSA Rural Health Research Center
 - CDC Putting Data Into the Hands of Local Decision Makers
 - HRSA Rural Recovery Ecosystem Index
- Pending Awards (\$1,500,000+)
 - Appalachian Regional Commission INSPIRE Evaluation
 - HRSA Public Health Workforce Research Center
 - National Association of County and City Health Officials



For more information:

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ETSU Center for Rural Health Research
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Center Web Site - <https://www.etsu.edu/cph/rural-health-research/>

Twitter - @etsucrhr



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: ETSU Committee for 125 Chapter II Strategic Vision

RECOMMENDED ACTION: Approve

PRESENTED BY: Mr. Mike Krause
Consultant, The Bradley Group

Dr. Michael Hoff
Chief Planning Officer

Following feedback from the ETSU Board of Trustees, university constituents through townhalls, and suggestions from the Committee for 125 Chapter II, Mike Krause and Dr. Michael Hoff will present the final strategic vision from the ETSU Committee for 125 Chapter II and highlight next steps for board approval.

East Tennessee State University is presently in the fifth year of the [current strategic plan](#), and ten years removed from the development of the institution’s current strategic vision. Broad landscape shifts have transpired across virtually all sectors of the academy as the result of the COVID-19 pandemic. In line with the rich history of long-range planning at ETSU, and in response to these shifts, the campus embarked upon the development of the next strategic vision that will drive planning and resource allocation decisions for the coming decade. To ensure that the institution drew upon the broadest possible set of perspectives, the Committee for ETSU 125 Chapter II was comprised of a diverse group of local, regional, and national leaders, and driven by the vision and aspirations of ETSU’s faculty, staff, and students. A central question framed the work of the Committee: “How can we build on the challenges and lessons learned from the pandemic to build a purposeful 15-year plan that ensures the ETSU of 2036 thrives and continues to be a generative presence in Appalachia?”

This question led to rich and dynamic discussions among the members of the Committee for 125 Chapter II (C125.2) that, while considering practical limitations, did not hesitate to set an aggressive vision for East Tennessee State University in 2036. As it has been throughout its history, the University strives to be recognized for its commitment to stewardship of place and the transformational impact it has on educational attainment and economic development in the Appalachian Highlands. Through nationally ranked programs, a deep commitment to arts and

culture, expansion and innovation in health sciences, and a comprehensive research portfolio, ETSU aims to become one of the premier institutions in the Southeast. The world-class faculty members of the institution will excel at maintaining academic quality, while also deploying cutting-edge student interventions, resulting in the highest level of student success in the history of the institution.

The story of ETSU over the next decade is one best told by the community it serves, a community that strives for economic and population growth, improved educational attainment, diverse opportunities for all citizens, and expanded cultural experiences driven by the commitment of all faculty, staff, and students to the principles implemented at its founding in 1911.

Committee for 125 Chapter II

The Committee for 125 Chapter II planning process was formally initiated in March of 2021. Members of the Committee for 125 Chapter II included:

Mr. Scott Niswonger, Former Chair, ETSU Board of Trustees
Dr. Linda Latimer, Chair, ETSU Board of Trustees
Ms. Melissa Steagall-Jones, Member, ETSU Board of Trustees
Mr. Louis H Gump, Former Chair, Committee for 125 Chapter I
Rev. Lester D. Lattany, Pastor, Friendship Baptist Church
Mr. Alan Levine, President, Ballad Health
Dr. Rob Anderson, President, SHEEO
Mr. Scott Jenkins, Strategy Director, Lumina Foundation
Dr. Mildred Garcia, President, AASCU
Dr. Alisa White, President, Sam Houston State
Dr. James Votruba, President Emeritus, Northern Kentucky University
Dr. Brian Noland, President, ETSU (Committee Chair)
Dr. Mike Hoff, Chief Planning Officer, ETSU (Staff Lead)

The Committee for 125 Chapter II visioning process was conducted in four phases, commencing with project launch, task-force proceedings and data gathering, and constituent engagement. The final phase, focused on the draft vision and plan development, was focused on articulating what was learned in the first three phases. The entire 125 Chapter II process was facilitated by former THEC Director Mike Krause, now serving in a consulting role with ETSU.

MOTION: I move that the Board of Trustees adopt the East Tennessee State University Committee for 125 Chapter II Strategic Vision.

RESOLVED: The Board of Trustees adopts the East Tennessee State University Committee for 125 Chapter II Strategic Vision as outlined in the meeting materials.



EAST TENNESSEE STATE
UNIVERSITY

ETSU COMMITTEE FOR 125
CHAPTER II





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I. FOREWORD

As East Tennessee State University and the academy as a whole transition into a post-pandemic epoch, they face a series of headwinds that will impact the success of the institution and broader community for the coming decade and beyond. The increasing sense of malaise and political

division that defines our present environment was magnified by COVID and many members of society no longer see higher education as a viable pathway to prosperity. Men, students of color, and non-traditional students have decided to forego college in hopes of a brighter future through alternative pathways. While a short-term wage bump and other distractions have created a false sense of security for such students, countless research studies indicate that a college degree remains the key to generational prosperity and community health. This mistrust of the academy is bolstered by societal forces that have conflated cultural competency with cultural division. And yet our employers insist that our students be able to honor the ideas and cultures of others while approaching their own beliefs with inquiry and humility.

It is within this environment that ETSU embarks upon the next chapter of the Committee for 125 Chapter II (C125.2). At the

onset of the original strategic planning effort, future-facing concerns were focused upon Massive Open Online Courses and of massification. While those threats remain, they have been enjoined by the politics of division and distrust of the academy. Institutional leaders must give careful thought to the manner in which they navigate this landscape. If ETSU is to achieve its aggressive vision, campus leaders must take deliberate and purposeful steps to recruit more men to college, offering programs and services that lead to enhanced economic and career outcomes.

The result of the context above in Northeast Tennessee is evidenced by a significant decline in the region's college-going rate, even as the state has incentivized post-secondary attendance at the community college level. This decline is evidence that the value, not the price, is now the determining factor in deciding to enroll or re-enroll in college. To respond, institutions must begin a realignment of programs, new degrees, and other actions to make the academy relevant to real-world applications. The university must leverage resources to provide a broader narrative of the educational environment and re-establish its place in the prosperity pipeline.

Enrollment is the lifeblood of the university, and campus leaders must remain laser-focused on enrollment growth. This includes recruitment, retention, and adaptation of the current model to meet demand from those who have been left behind. Without an expansion of our current enrollment, the following vision will stagnate. As such, factors that demonstrate the value of



higher education, those that have shown they open enrollment opportunities, and initiatives that ensure all who enroll succeed will receive top priority for promotion and resources as we implement the bold vision contained in the remainder of this report.

II. EXECUTIVE SUMMARY

East Tennessee State University is in the fifth year of the current strategic plan and 10 years removed from the development of the institution's current strategic vision. Broad landscape shifts have transpired across all sectors of the academy as the result of the COVID-19 pandemic. In line with the rich history of long-range planning at the institution, and in response to these shifts, ETSU embarked upon the development of the next strategic vision that will drive planning and resource allocation decisions for the coming decade. To ensure the institution was drawing on the broadest possible set of perspectives, the Committee for ETSU 125 Chapter II was comprised of a diverse group of local, regional, and national leaders, and driven by the vision and aspirations of ETSU's faculty, staff, and students. A central question framed the work of the Committee: "How can we build on the lessons learned from the pandemic to build a purposeful 15-year plan that ensures the ETSU of 2036 thrives and continues to be a generative presence in Appalachia?"



This question led to rich and dynamic discussions among the members of the Committee for 125 Chapter II (C125.2) that, while considering practical limitations, did not hesitate

to set a daring vision of a thriving East Tennessee State University in 2036. As it has been throughout its history, the University strives to be recognized for its commitment to place and the transformational impact it has on educational attainment and economic development in the Appalachian Highlands. Through nationally ranked programs, a deep commitment to arts and culture, expansion and innovation in health sciences, and a comprehensive research portfolio, ETSU strives to become one of the premier institutions in the southern region. This ascent will be driven by world-class faculty members who ensure the highest levels of academic quality, while also deploying innovative student interventions that will result in the highest level of student success in the history of the institution.

A driver of these aspirational outcomes is the campus itself, which, through focused master planning, will become a destination campus with a state-of-the art academic building, a new Health Science Hub, and the Martin Center for the Arts. The investments made in athletic facilities, primarily the William B. Greene, Jr., football stadium will bring the community closer to ETSU and result in ETSU becoming even more tightly woven into the cultural fabric of the region.

The Committee for 125 Chapter II envisions a student body that comes from a variety of backgrounds yet can consistently succeed because of a concierge-like experience that will come to define an ETSU education. This re-engineered experience will include an enhanced general education curriculum that prepares students for lifelong learning and professional success, and ultimately, result in a post-graduation experience that spreads the ETSU brand, one graduate at a time, throughout the world.

The story of ETSU over the next decade is one best told by the community it serves, a community that strives for economic and population growth, improved educational attainment, diverse opportunities for all citizens, and expanded cultural experiences driven by the commitment of all faculty, staff, and students to the principles implemented at its founding in 1911.

III. MAKING THE CASE FOR A NEW VISION AND HISTORICAL CONTEXT

The beginning of this decade has been a time of seismic shifts in America, with all corners of society and the economy dramatically affected by the dual disruptions of a global pandemic and exponential increases in technological capabilities. Higher education was not immune from these forces, finding itself facing an array of challenges to its traditional model. But as always, trials are also an opportunity to excel and innovate, and universities willing to transform the research and academic enterprise, fully focus on student success, and simultaneously stay rooted in the community will thrive.

East Tennessee State University will be one of those institutions.

ETSU entered the current decade with a strong, consensus-driven strategic plan that had previously been developed under the auspices of the Committee for 125. Whether it was expanding graduate programming, building an interdisciplinary mindset, or initiating critical internal operations shifts, much of the reason ETSU had been able to accelerate through the challenges of the pandemic and emerge as a regional leader was due to the strategic foundations developed by the original Committee for 125.

A forward-looking university that enjoys a robust reputation as a health sciences institution, ETSU is rooted as a hub of education and economic advancement in Appalachia, and is committed to



the core tenets of equity and inclusion— were components of the Committee for 125 proceedings but were amplified and advanced by the work of several campus-wide task forces convened throughout the past year. The task forces, focused on research, equity and inclusion, student success and experience, ETSU Health, academic affairs, and fiscal sustainability, provided a broad opportunity to assess the challenges of the coming decade and ensured that as ETSU continued its second century of operations, the institution stayed fully committed to its foundational principles.

In the early 1900s, policy leaders and elected officials in the state of Tennessee debated the need to create new colleges in each of the three grand divisions of the state focused on preparing teachers to educate citizens in the rural regions and preparing them for a rapidly changing economy. This recognition by the state of the needs of rural communities, coupled with the power of education to transform those communities, has been at the heart of East Tennessee State University since its founding. With the passage of the Normal School Law of 1909, ETSU began with the stated purpose, “For the education and professional training of teachers for the public schools of the State.” When the institution opened in 1911, its founding President Sidney Gilbreath stated the following in an early address to the faculty:

“While the purpose of the Normal School as defined by the General Education Law of 1909 is declared to be ‘For the education and professional training of teachers for the public schools of the State,’ in a broader sense it is interested in the investigation of all the problems ... and in making better conditions for living throughout the territory which it was established to serve.”

“In preparation for this work, four general principles are recognized: first, thorough scholarship; second, the study of education of science; third, practice in teaching under expert supervision; fourth, a thorough knowledge of conditions and needs in the State and in the nation.”

Gilbreath assumed control of the fledgling institution that, from its inception, served as a *de facto* land grant for central Appalachia. The grounds upon which the campus is located were donated by Mr. George Carter, local entrepreneur, business leader, and philanthropist. The city of Johnson City covered the utility costs for the institution in its early years, and community leaders provided scholarships and housing to its first students. The business community, elected officials, and church leaders, as well as citizens of the region, saw that the future of this institution and the future of the region were intertwined. One need only look at the continuing service rendered to the Appalachian Highlands, local industry, and community leaders, and the current ETSU Board of Trustees to see how deeply this tradition has been carried into the 21st century.

Throughout its 110-year history, ETSU has grown from a humble normal school to a dynamic and diverse R2 research institution with a nationally recognized mission focus in the health sciences. This evolution has been marked at regular intervals by thoughtful analysis regarding the state and regional landscape that were swiftly followed by efforts to ensure the University remained true to its founding principles, while also continually adapting to serve students and communities in new ways.

As such, the visioning process that unfolded across the campus during 2021 is nested within a tradition of strategic planning. Most relevant to the current efforts is the history of the strategic visioning processes over the last several decades, including the Commission on the Future of ETSU convened in 1986 to define the future through 2011; the Committee for ETSU 125 Chapter I convened in 2012 looking toward 2036; and the 2016-2026 strategic planning process convened in 2016 to prepare for the incoming Board of Trustees.

Against this backdrop, it became clear to university leaders that the post-pandemic era signaled the beginning of a new epoch that would require a similar evaluation and a willingness to not only build on progress that emerged from original Committee for 125 efforts, but also launch new efforts that set the conditions for success throughout the 2020s. Many of the challenges the Committee for 125 Chapter II sought to address were common across the higher education sector. Primary among these challenges is the following:

- **ETSU faces an increasingly competitive enrollment environment:** It is evident to anyone who follows *The Chronicle of Higher Education* or *Inside Higher Ed* that higher education is changing dramatically. This change was notable prior to the COVID-19 pandemic, but the pandemic has accelerated change. The most pressing change is the looming “demographic cliff” (*Higher Education Magazine*, 2019). The 2008 recession resulted in a sharp decline in birth rates in the U.S. and around the world; children born (or not) in 2008 would comprise the incoming college class of 2025-2026. Even as the economy improved, the birth rate did not, which means that college enrollment will feel the impact of this declining birth rate through 2035. Predictive modeling suggests that college enrollment will decline by 15% beginning in 2025, continue through 2029, and then level to a continued decline of 1-2% annually (Bar Shay, 2018). This modeling also suggests that the loss will not be evenly distributed across institutions: Elite institutions will continue to be in demand, but regional 4-year institutions are the ones likely “to lose more than 11% of their students, from 1.43 million in 2012 to 1.27 million in 2029” (Bar Shay, 2018). With fewer students of traditional high school age matriculating into college, the marketplace of higher education will become competitive in what will be a basic supply and demand problem: it is imperative that regional public institutions offer opportunities that appeal to traditional first-year students while also serving a full spectrum of nontraditional students.
- **State policy shifts that place a premium on student success:** Tennessee’s transition to an outcomes-based funding model via the Complete College Tennessee Act of 2010 shifted operations at ETSU and across the state toward a student success-driven orientation. Of note is that ETSU has consistently outperformed in-state peers in the THEC outcomes formula model. However, operating in an environment where ETSU is not just measured against its own performance, but rather, against a larger milieu of other public institutions necessitates a continual evaluation of student success initiatives and an operating mindset that is relentlessly focused on completion rates.

- **The opportunities (and challenges) inherent in new technological modalities:** Online education has evolved as a complementary strategy to a focal one. Some universities are now delivering complex engineering instruction previously thought to be reserved for in-person classroom delivery via an online modality while remaining fully accredited. The asynchronous delivery required due to public health reasons during the pandemic has set the table both for ETSU and institutions across the country to completely re-evaluate how online instruction is viewed and delivered.
- **The pace of change post-pandemic requires organizational agility:** During the pandemic, businesses of all types had to change, higher education included. It is now clear that the pace of change will not recede after the pandemic becomes endemic. This pressure will be felt particularly in the areas of new program development, talent deployment, productivity, and organizational effectiveness. In the next decade, universities will be required to do more, faster, with less.

It also became apparent during the strategic visioning process that efforts that have unfolded over many decades have resulted in East Tennessee State University moving forward in a unique position of momentum. Two examples of this posture are the unparalleled brand identity that has been built across the country regarding the University's health sciences mission and the unmatched sense of commitment to place. This regional mission continues to guide the University, just as it did at its founding, as not merely an institution of higher education located in Appalachia, but rather, an institution inextricably linked to the people, culture, and mountains that surround our campus.

IV. BEGINNING A NEW CHAPTER



The Committee for 125 Chapter II process closely follows the 125 Chapter I proceedings, primarily because of the successful nature of those earlier efforts. Moreover, these prospective plans build on a foundation of rigorous vision-setting that has been in place since 1911 and specifically emerged during the proceedings of the Commission on the Future of ETSU in 1986. That work, launched almost 40 years ago, was charged to look ahead to the University's centennial in 2011, and outlined five principles that guided the campus throughout the ensuing decades:

1. Universities are best characterized by their people, their human processes, and the products of those efforts.

2. Teaching and learning will remain the central mission at ETSU, as they are at most universities.
3. Augmenting a long-standing commitment to teaching is a growing participation by ETSU faculty in adding to the broad body of knowledge and to its employment in advanced professional service.
4. All faculty of ETSU are expected to be accomplished scholars.
5. All students at ETSU will be expected to be active participants in the learning process.

Since that time, ETSU has developed concerted efforts to engage institutional, regional, and national experts to bring to bear the greatest possible composition of perspective and knowledge regarding the future of higher education; it is a defining feature of the institution and what makes ETSU more than just a regional public institution. Planning is a process of reinvigoration and renewal, allowing an institution to let go of dreams not realized and imagine new ones. But in the higher education context, this process must be driven by community— both the faculty, staff, and students directly connected to the campus and the broader set of local and state stakeholders. ETSU has ensured that the long-standing process of strategic planning that starts with people and principle was utilized again with the Committee for 125 Chapter II. The resulting work will guide the institution through another decade of growth exceeding in measure the past four decades.

V. ETSU COMMITTEE FOR 125 CHAPTER II PROCESS OVERVIEW

A. Activities & Timelines



In 2020, campus leaders were aware of changes to the policy, fiscal, and demographic landscape that necessitated a new vision and revised strategic plan. Recent years had seen ETSU entering a new period of governance, with the advent of the first ever Board of Trustees, all members of whom had inherited the vision of the Committee for 125 Chapter 1, rather than engaged in shaping it. Many long-time campus leaders who shepherded the institution over the previous decades had retired. On a decidedly positive note, most ambitious goals outlined during the 125 Chapter 1 process had been realized. These factors came together against the radical disruptions of the pandemic, making clear that the University and community were ready for a new vision in a new era. In preparation for what would become the Committee for 125 Chapter II, the university completed

many activities to prepare the institution. Below are some key activities completed in preparation for the launch of the C125.2 visioning process:

- Senior Leadership Retreat at EAB (March 2020)
- Strategic Marketing Review (Completed 2020)
- Community Engagement Task Force (Recommendations 2020)
- Equity and Inclusion Strategic Plan (Presented 2020)
- Advising Task Force (Recommendations 2020)
- Admission and Enrollment Review (Implemented 2020)
- Scholarship Review (Phase One Implemented 2020)
- Program Development and Revitalization (2020)
- Combined Graduate Studies and Continuing Studies to form one college (2020)

As with so many other activities, the COVID-19 pandemic resulted in a delay to the formal launch of the C125.2 process. Despite this delay, and the unprecedented demands the pandemic made on the faculty, staff, and leaders of the university, the Committee for 125 Chapter II planning process was formally initiated in March of 2021. Members of the Committee for 125 Chapter II are as follows:

Mr. Scott Niswonger, Former ETSU
Board Trustee

Dr. Linda Latimer, ETSU Board Chair

Ms. Melissa Steagall-Jones, ETSU
Board Trustee

Mr. Louis H. Gump, Committee for
125.1 Chair

Rev. Lester D. Lattany, Pastor of
Friendship Baptist Church

Mr. Alan Levine, President, Ballad Health

Dr. Rob Anderson, President, SHEEO

Mr. Scott Jenkins, Strategy Director,
Lumina Foundation

Dr. Mildred Garcia, President, AASCU

Dr. Alisa White, President, Sam Houston
State

Dr. James Votruba, President Emeritus,
Northern Kentucky University

Dr. Brian Noland, President, ETSU
(Chair)

Dr. Mike Hoff, Chief Planning Officer,
ETSU (Staff lead)

The C125.2 visioning process was conducted in four phases, commencing with project launch, task-force proceedings and data gathering, and constituent engagement. The final phase, focused on the draft vision and plan development, was focused on articulating what was learned in the first three phases. The entire 125 Chapter II process was facilitated by former THEC Director Mike Krause, now serving in a consulting role to ETSU.

The Committee for 125 Chapter II met throughout the year, with initial convenings centered around a critical examination of institutional data as well as larger trends in higher education. The committee was asked to identify strengths and weaknesses of the institution and begin

discussion of broad ideas that would form the pillars of a strategic vision for ETSU over the next 15 years.

The second convening focused on hearing directly from the task force leaders about the in-depth and subject-specific discussions that had unfolded over the previous months. Importantly, this phase provided an opportunity to create an iterative feedback loop between the committee and the respective task forces. The third meeting was used to hone the focus of the work and provide the committee with a summary vision and set of outcomes from each task force. The committee also discussed the current key performance indicators and the need for a new peer group to help the institution calibrate performance and gauge success in future years.

B. Constituent Engagement

Throughout 2021, the president and other members of the leadership team met with over 300 community members and groups, ranging from local community service organizations to elected officials. One of the most informative sessions during this time was the series of employer roundtables hosted by the ETSU Alumni Office. In these forums, employers affirmed the value of an ETSU degree, while also highlighting the need for more work to be done regarding the general education curriculum and the associated set of skills inherent in being an ETSU graduate.

Below is a brief list of key meetings and listening sessions that highlight substantial input offered by the broader community during this process:



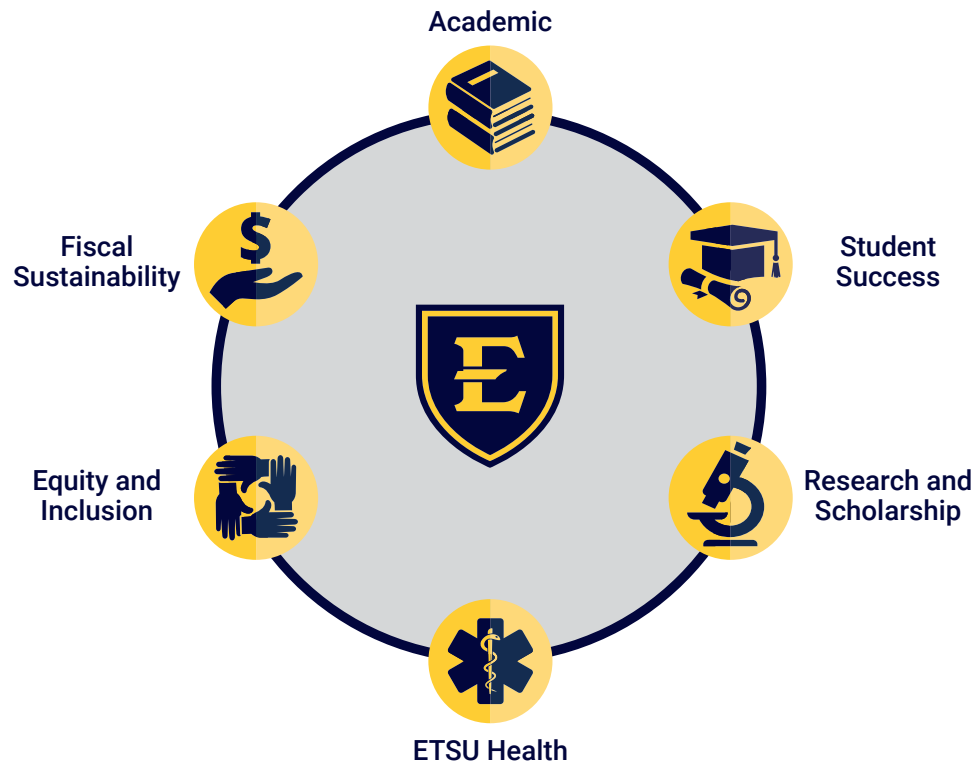
Selected Constituent Meetings:

- ETSU Leadership and SCORE Listening Tour, December 2020
- Independent & Group Meetings – Legislative Delegation, 2021
- ACE Board Meetings, 2021
- Chamber of Commerce Meetings (Bristol, Kingsport, Johnson City), August-September 2021
- Employer Roundtables, September 2021
- Sevier Economic Development Luncheon and Discussion, September 2021
- ETSU Board of Trustees Retreat, September 2021
- ETSU 125 Chapter II Roundtable with Regional Superintendents, October 2021
- ETSU University-Wide Townhall Re: ETSU 125 Chapter II, October 2021

- Student Listening Sessions, April and November 2021
- Faculty Senate, Presentation of 125 Chapter II, November 2021
- ETSU Dean’s Retreat, January 2022
- Small group discussions with key constituency sectors across campus, January and February 2022

VI. HIGHLIGHTS FROM 125 CHAPTER II TASK FORCE REPORTS

As part of the ETSU 125 Chapter II process, the university established six task forces focused on pillars of support for the mission of ETSU: Academics, Student Success and Experience, Research and Scholarship, ETSU Health, Equity and Inclusion, and Fiscal Sustainability. Each of these pillars also represents an opportunity for external engagement with other universities, school systems, health care institutions, and other governmental/non-governmental agencies that drive regional stewardship.



Each task force was provided the previous work of the Committee for 125 Chapter I and accompanying task force reports. The task forces were staffed with recommendations from deans and other senior leaders and included community members identified by the president. The task forces were charged with imagining the needs of the future and to vision broadly the future of ETSU within their domain. Finally, they provided expected outcomes, referenced later in this report, which would achieve the visions summarized below.

**A. Academic Task Force:
ETSU is an academic destination
university of the 21st century and
drives regional stewardship.**

The academic enterprise at ETSU begins and ends with faculty and staff. ETSU invests in faculty in many ways and will continue to prioritize this investment in service of driving student success. An example of this investment is the Center for Teaching Excellence that has developed over the past decade into a holistic center of faculty development. A key component of this focus has been a concerted effort to identify savings and reallocate those savings to improve faculty compensation. Finally, the faculty experience has been improved by increasing opportunities for faculty to participate in research and scholarly activity, as detailed in the task force vision for Research and Scholarship provided later in this report. Additionally, ETSU has made significant investments in staff, ranging from educational benefits to adjustments that allow for more flexibility and improved staff support.



ETSU develops undergraduate, graduate, and professional students through a robust education that features high-impact practices, real-world experiences, and interdisciplinary/inter-professional opportunities, enabling graduates to be lifelong learners with vital careers as well as engaged citizens in an increasingly diverse, interconnected global world. The institution has improved the academic environment by remaining focused on what best serves students – a combination of classroom instruction aligned with practical experience. Additionally, cross-college collaboration on interdisciplinary work has improved the ability of ETSU to offer a distinctive college experience. Finally, the residential experience provided to students living on campus has strengthened campus community and benefited student success.

ETSU also has enhanced its role as an academic leader in the region, expanding access and appeal for transfer, adult, and non-traditional students; providing specialized, just-in-time training for local career opportunities; partnering with local school districts to set high standards for coordinated curricula across the life span, and inspiring the citizens of the Appalachian Highlands to seek career vitality and personal growth through lifelong learning. The driving force behind these changes is a sustainable academic culture where faculty, staff, and students respect a

variety of human experiences. The expansion of online programs and close collaboration of faculty across colleges has ensured every student at ETSU, regardless of modality, is provided excellent instruction and prepared for life after college.

By remaining focused on faculty and staff, relevant academic programs, student experience, and community needs, ETSU is now seen as one of the top regional universities in the South – the university of choice for recent high school graduates and adult learners within 250 miles of Johnson City. While enrollment and persistence are elements that indicate the success of ETSU academics, the real measure of success for our program portfolio is that over half of ETSU programs are ranked in either national or regional publications that recognize the contribution of our faculty and staff to our academic mission and in signature academic programs such as health sciences, and regionally focused programs, such as Bluegrass, Old-Time, and Roots Music Studies and Appalachian Studies.

B. Student Success and Experience Task Force: ETSU leads all Tennessee universities in making progress toward Complete College Tennessee Act (CCTA) objectives.

ETSU is nationally recognized for its distinctive and impactful student success and experience programs that provide all ETSU students with opportunities to build a constellation of rich relationships with faculty, staff, and student peers in diverse spaces and communities; to explore and find a clear sense of vocational purpose as well as navigate the institution with a strong sense of purpose; and to recognize the value of high-impact practices, experiential learning, and co-curricular activities through enhanced tracking and transcription processes that celebrate and credentialize an array of student experiences and achievements beyond course grades. One example of the support provided to students is the First-Generation Student Center that provides services that have seen the enrollment and graduation of this and other student populations exceed expectations.



ETSU's Scholarship Programs provide scholarship recipients opportunities to engage in meaningful activities that facilitate student success and fulfillment and stand as a best practice for providing an affordable high-quality education in rural America. To achieve this outcome, ETSU Academic Performance Scholarships (APS) focus on experiential learning, or student engagement, scholarships that de-emphasize the concept of "student worker" and emphasize instead opportunities for scholarship recipients to participate in high-impact practices, such as undergraduate research, campus or community service, civic engagement, leadership programs, and/or peer-mentor programs, among others. These scholarships provide value to the student,

the organization, and the community; increase the probability of graduation; and decrease the time to degree.

Students from across the globe seek enrollment at ETSU because of the robust campus experience offered to residential students. In collaboration with Housing and Residence Life, ETSU academic colleges provide “residential colleges” that embed academic support structures and faculty leaders into residence halls, thereby facilitating living-learning communities, high-impact practices, academic study sessions, “house” competitions among residence halls and/or living-learning communities, and increased visibility of student services and academic support, among many other possibilities. In addition to the co-curricular experience, there is a robust campus life accented by the athletic, entertainment, and cultural experiences that provide students and the community an opportunity to engage with one another, yielding opportunities for personal and regional growth.

Through the work that began with the 2022 Quality Enhancement Plan focused on Community Engaged Learning, ETSU captures a vast array of meaningful data about student success and engagement and provides students with credentials that relate to their experiential learning and co-curricular activities (study abroad, internships, field experiences, research, leadership, and service, for example). To accomplish this outcome, ETSU implements an integrated software platform that tracks the quantity and quality of student engagement activities and their correlation to Complete College Tennessee Act objectives, as well as creates a system to provide alternative, or experience-centered, transcripts that document and celebrate student experiences beyond coursework.

These initiatives and many others have led to both growth in enrollment and increased student success, the latter being demonstrated by retention of over 80% of first-year students and graduation of at least 70% of all entering students.

C. Research and Scholarship Task Force: ETSU is recognized, through funding and program rankings, as one of the premier R2 research universities in the nation.

Research and scholarship at ETSU are characterized by a culture of excellence and by high-quality rigorous scholarship that enhances the regional, state, and national academic reputation of the university and supports its overall mission. The improved research reputation of the institution increases the ability to receive funds from both public and private sources and allows ETSU to recruit faculty that further contribute to the institution’s success. It



should also be noted that ETSU demonstrates a common standard of rigor across doctoral and masters programs to ensure that graduates excel in their fields and/or continued education.

ETSU has become one of the highest-caliber Carnegie-designated R2 research institutions, which is characterized by teacher-scholars dedicated to providing students with a learning experience that includes direct involvement in the scholarly process. New faculty are recruited with the expectation that they promote this culture of excellence in teaching and scholarship, and they will be provided with the appropriate resources to do so. Faculty hires are made with a view toward developing interdisciplinary programs in both teaching and scholarship that cross boundaries within and between colleges. These changes are the result of the early implementation of cluster hires around emerging fields of research and scholarship.

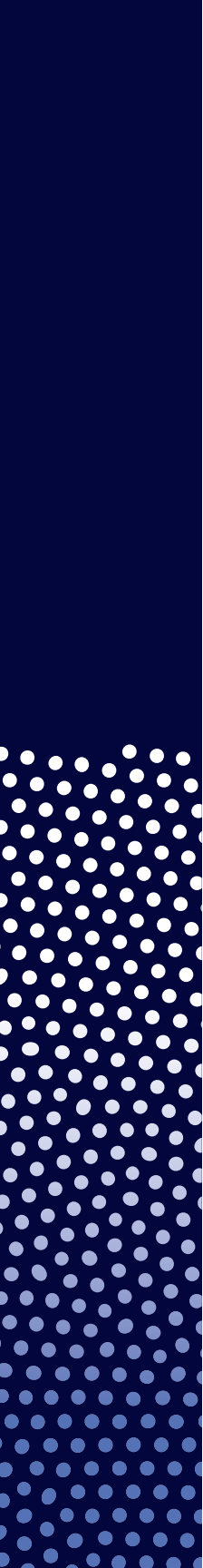
The ETSU Research Corporation plays a significant role in advancing scholarship by facilitating research innovation, aligning university scholarship resources for entrepreneurial ecosystem development, promoting regional development and workforce development, and supporting media and marketing. Through its partnerships with world-class innovators, it will develop programming such as training in synthetic biology to enhance STEM education at K-16. These relationships will provide student opportunities for experiential learning and job placement. Overall, the ETSU Research Corporation will provide a scholarship collaboration hub that will rival similar units at larger research universities.

The impact of the research and scholarship enterprise not only gains recognition and improves ranking, but is also a major financial component of the institution providing over \$70 million in externally sponsored activity. That financial contribution has led to increased faculty salaries and improved research startup funds and allowed for a broader reach of the clinical enterprise from psychology to medicine. In many ways, these funds have stabilized the institution's financial position, ensuring the university's ability to weather fluctuations in enrollment.

D. ETSU Health Task Force: ETSU Health transforms the health of the region through education, research, and team-based care.

The growth of ETSU Health over the past decade has been driven by four key strategies: first, expansion of the clinical enterprise in both size and scope; second, increased collaboration within inter-professional education with participation among all colleges at ETSU; third, diversification of the research portfolio; and finally, adding academic programming that aligns with ETSU's mission and meets the needs of people in rural Appalachia.





A key strategy for ETSU Health has been to expand its clinical services that include deliberate, collaborative approaches for existing services to provide more comprehensive care to patients and clients. For example, ETSU has integrated substance use disorder services under a single umbrella. Building on the integration that currently exists in providing care for substance use disorders and drawing on expertise and participation from additional collaborators, including early childhood education, social work, psychology, public health, nursing, physical therapy, occupational therapy, speech therapy, nutrition, exercise science and kinesiology, criminal justice, and Quillen College of Medicine residency programs, ETSU is a recognized leader in treating substance abuse. Leveraging the university's expertise in addiction science, ETSU created a recovery community for students. As the complex needs of students increase in this area, the university has developed an embedded program to serve students with addiction. Additionally, ETSU Health's partnership with Ballad Health allowed for collaborative approaches to offer additional clinical service locations and options for patients. These offerings have combined to improve the health of the region, as demonstrated through improved rankings on childhood obesity, less tobacco consumption, improved childhood outcomes, and a longer life expectancy.

With the success of Bishop Hall, ETSU's Interprofessional Education and Research Center, as a model of collaboration among the colleges of Medicine, Nursing, Pharmacy, Public Health, and Clinical and Rehabilitative Health Sciences, ETSU has established additional partnerships that create physical spaces that bridge across historical university and professional boundaries and offer new opportunities in meeting the university mission. For example, ETSU has a child care facility with interprofessional learning and research components with participation from early childhood, pediatrics, social work, psychology, speech language pathology, and nursing. Partnership with other community entities, for example Ballad Health's child care facility close to Johnson City Medical Center, provide cooperative opportunities for this work. This collaboration has led to the development of innovative programs over the past decade that meet community needs and demonstrate excellence among Academic Health Science Centers.

ETSU Health has diversified its research profile by creating space that fosters innovation and collaboration. The Innovation Park property provides a unique opportunity in conjunction with the City of Johnson City to envision the creation of a health science hub that further extends the education, research, and clinical mission of ETSU Health. Adjacent to existing ETSU Health clinical facilities and Ballad Health's Johnson City Medical Center, the land is perfectly situated for possibilities such as a health campus, living-learning community, and publicly facing clinical facilities for ETSU Health.

The changes in ETSU Health are evidenced by the increased number of patient visits to clinics, the substantial impact on research funding, and the share of degrees produced at ETSU by the Health Sciences. ETSU is recognized by the Association of Academic Health Centers as a model for community-driven health science education and clinical services.

E. Equity and Inclusion Task Force: Diversity, equity, and inclusion are embedded in the work of the university throughout teaching, research, service, and training.

ETSU is recognized as a Higher Education Excellence in Diversity institution because all students and employees, irrespective of various group status/intersections, have opportunities to achieve success. There exists at ETSU a richly diverse environment of learning, working, and playing where differences are valued, and each person in the university community is supported and experiences a sense of belonging, contribution, and purpose. This reality is what has allowed ETSU to reach the enrollment and student success goals expected of the storied mission upon which the institution was founded in 1911. Furthermore, the institution is being recognized by granting agencies, such as the National Institute of Health and National Science Foundation, for our support of diverse faculty in research that has impacted the dollars awarded to ETSU through faculty scholarly activity. This is also true in areas of scholarship like Appalachian Studies, where the university has been particularly productive at discovering and preserving the rich history of the region.



ETSU brings diverse perspectives together to collaborate and discuss difficult issues. These convenings are not only with internal constituents, but also include community members and elected officials. ETSU is recognized throughout the region for being a place where people can share and learn without judgement in an inclusive way and is a model for other institutions in rural settings for fellowship with the community.

Students who attend ETSU often remark about the ways that the campus made them feel a sense of community, the result of a culture of inclusion. This sense of community was made possible because ETSU embedded equity and inclusion in all aspects of the institution, and it was not perceived as something required by only a select group. The result is an education that provides for the success of all those who seek the opportunity. This also has helped restore the broader community's faith in higher education, something in doubt at the beginning of the ETSU 125 Chapter II process.

The result is that ETSU has achieved parity in student success across all student populations.

F. Fiscal Sustainability Task Force: ETSU is renowned for its transparency, planning, and decision support.

In achieving fiscal sustainability, ETSU broadens and deepens its community through market reach and regional impact. Elemental to both growth and sustainability, ETSU becomes the institution of choice for a broadening array of constituencies. These include students both online and on-campus, employers in the region, current and future faculty and staff, and individuals in our region benefiting from our teaching, professional and clinical operations, research, service, arts, and athletics. ETSU's budget and planning model balances college autonomy and creative competition with collective accountability and collaboration. Collaboration exists as the rule, not the exception. Collaboration across colleges, departments, operational units, and other campus-stakeholders is incentivized at college and administrative levels. Colleges and the administration regularly manage sustained reserve and strategic initiative funds. Faculty and staff make timely and effective investments to grow programs, advance research, and recruit and retain talent.



The distribution and expenditure of funds remains tied to the mission and strategic plans of every unit. Colleges and administrative support units use regular budget projections to proactively grow strategic programs, courses of study, and other mission-critical initiatives. Academic programs are constantly improving and evolving with annual program reviews built on readily available quantitative and qualitative data. Faculty and program chairs use dashboards synthesizing data in real time to make informed decisions based on the actual costs of instruction and as tied to their goals and objectives. Workloads and supports are set to achieve each unit's plans. Key performance indicators inform programmatic assessments and create direct impacts on funding at the department, college, university, and state levels.

ETSU's model of operational efficiency not only improves organizational effectiveness, but also instills confidence and support from funders, donors, and our communities. Peer institutions seek to learn from our highly ranked programs and award-winning planning and operations. Tennesseans and institutions across the country look to ETSU as a model regional comprehensive research university and exemplar in regional service and economic development. People know our university for not only what we do, but also for how we get things done.

One key pillar of the new financial model is the growth of the institution's endowment through the success of multiple fundraising campaigns. The ETSU Foundation and Alumni Association have created an alumni culture that increased the percent of alumni who give by 10 percent over the past decade. The ability of our advancement office to relay the story of ETSU in a way that

provides direct funding for endowed chairs, scholarships, and facilities made possible the growth of the institution envisioned by the Committee for 125 Chapter II.

The combination of these activities and other changes ensures an affordable, high-quality, college education, while also leading to increased faculty and staff salaries and improved facilities. With an endowment over \$200 million and annual giving of \$30 million, as well as reserve balances equivalent to 20 weeks of operating cost, ETSU is fiscally sustainable for the near future.

VII. VISION FOR THE 125TH YEAR OF ETSU

In 2036, when a visitor approaches the Appalachian Highlands, the presence of East Tennessee State University looms large. It is seen in the far outskirts of the region on “Welcome to ETSU” signs; in the high-tech, manufacturing, and health care corridor that embraces the region; and

in the vibrant college town of Johnson City, where campus and community are synonymous. The message is clear – ETSU is a foundational presence in the region, contributing to the overall high quality of life, innovation, industry and business, health, and well-being, as well as cultural vitality and diversity. These themes define its overall “Culture of Excellence,” attributed to guided visioning and planning for ETSU’s 125th anniversary.



In the neighborhoods near the main campus, a diverse composition of students, parents, alumni, tourists, and others populate the restaurants, retail stores, hotels, and businesses that have developed into a “new downtown” geographically connected to the university. Some in this busy crowd are on their way to the Martin Center, which features the sweep of programs from the musical treasures of Appalachia to Broadway and beyond. Along with ETSU’s Multicultural Center, the vitality of a global society is brought home so that everyone

– resident or visitor – can enjoy the richness of a global culture at ETSU.

As you move toward downtown Johnson City, due to the success of the West Walnut Street Corridor redevelopment, a visitor could miss where the university stops and the city begins. Thanks to partnerships between the university and city, this redevelopment has provided walkable spaces from the university through downtown, allowing for the development of public-private partnerships that provide co-working and educational space that includes credit and non-credit classes. Furthermore, the university has driven residential development that expanded the opportunity for out-of-state graduate and professional students to develop a sense of place that has led many of those students to remain in the Appalachian Highlands area post-graduation. Among the major features of this space are King Commons and Founders Park, where residents and

students regularly participate in festivals, fitness experiences, arts show cases, and other cultural experiences before dining at one of the many restaurants downtown.

Enthusiastic fans from across the region have gathered to enjoy various exhilarating gameday experiences due to the championship athletics environment. ETSU's "front porch" philosophy toward athletics has significantly engaged the campus and the community. ETSU is well-positioned in its conference of choice and, due to a substantial array of modern facilities, can host collegiate competitions in a best-in-class manner. The Center of Excellence for Sport Science and Coach Education (in conjunction with the SERK department), through continued investment, is seen as a global leader in the field and positively impacts the research, teaching, and service reputation of the entire university. Specific examples of these facilities are the William B. Greene, Jr., football stadium, the adjacent outdoor adventure course, and the renovations to Freedom Hall. These improvements have been made possible by the sustainable athletics business plan and financial model that returns revenues to the academic infrastructure, embodies a shared-use philosophy, and deepens connections with the community at large.

ETSU's academic portfolio spans a full spectrum of programs, with signature undergraduate and graduate programs that are nationally recognized. These programs rest on a fundamental basis of a revised general education curriculum that develops a core of critical thinking skills. This approach is buttressed by a research and scholarship enterprise that expands the strength and reach of the curriculum, deploys an applied research approach to address regional challenges, and focuses on continuously evolving teaching and learning methodologies that considered the lessons learned from the pandemic. Additionally, the university demonstrates a renewed focus on applied research that improves the region, particularly in the health sciences, and has increased research funding and student learning. In sum, the commitment to such approaches has generated an institutional brand known for agility in its response to economic and workforce demands and for the ever-stronger intellectual and research capabilities of an educated population.

ETSU is recognized as a leading R2 Research university with expertise in the areas of health science and technology. Through focused cluster-hires, ETSU has been able to obtain research funding that has enhanced faculty and student recruitment. Additionally, the Center of Excellence in Higher Education is providing actionable research that is changing not only the higher education landscape in the region but also providing insights that are improving primary and secondary education that led to more students being prepared for college – a model for other regional public institutions in the nation. Investment through public-private partnerships have allowed for the physical expansion of the research enterprise. The most productive of these facilities is the ETSU-Eastman Valleybrook Campus, which offers unique educational programming, houses research that drives the public purpose of the institution, and serves as a venue for private research firms that help move scholarship from theory to market. This facility is a place for cross-discipline collaboration that sees faculty working together in ways never imagined. The model implemented at ETSU Valleybrook is studied by other regional public

institutions that hope to collaborate with private enterprise to produce meaningful outcomes for their community.

While ETSU has evolved into a deeply engaged research institution, focused on improving the education, economy, health, and well-being of the people of the region, the university remains dedicated to its foundational mission to prepare teachers for the needs of the modern classroom. Through concerted partnerships with regional school districts, ETSU has emerged as a model institution in the preparation of new teachers and has developed professional development practices that are recognized nationally for their innovation and flexibility. Through dual enrollment, early college, and other access initiatives, ETSU faculty and staff have developed solutions to the college access challenge. As a result, the college-going rate for partner high schools exceeds 90 percent. Through coordinated curricula, these students graduate from high school prepared for post-secondary education.

Through strategic enrollment management programs, ETSU is enjoying a surplus of applicants because of its transformative student-centered programs that have been aggressively marketed and distinguish the university from its peer institutions. These characteristics include a signature First-Year Experience that support a record four-year graduation rate, a model advisement program, and multiple in-class and online channels that utilize the latest instructional techniques and technologies for access and learning. The university's strong partnerships with regional businesses provide opportunities for internship experiences essential to student success that also serve critical business needs that have improved economic development opportunities for the region.

Educators from around the world visit ETSU to learn from the multitude of student success measures developed by visionary and dedicated faculty and staff. As one of the first Tennessee institutions to exceed the requirements first established by the Complete College Tennessee Act in 2010, the university partners globally to develop and apply state-of-the-art standards for student success. ETSU's multipurpose Culp Center is a model for one-stop-shopping for all student services, from recruitment to career placement. As a premier institution known for its longstanding relationships with K-12 schools and community colleges in the region, ETSU is widely recognized for its continued engagement in career development and other support throughout the lives of graduates.

While ETSU's popularity as a residential campus is studied by public and private universities throughout the southeastern region of the U.S. and beyond, the university has also become a model for institutions serving the still-growing populations of non-traditional students. The educational options required by this diverse group of adult learners spawned major instructional changes and flexible approaches that facilitated their paths to degrees and careers. ETSU is seen as an emerging leader in virtual education that provides remote instruction for a variety of undergraduate, graduate, and professional programs previously limited by space and/or equipment costs.

ETSU Health is a premier model for community-based health care, spanning the full spectrum from education to research to practice. ETSU graduates staff every aspect of medicine in the region, and residents of the Appalachian Highlands reflexively associate every facet of medical care with the university. Moreover, ETSU seeks an ever-expanding partnership with Ballad Health, pursuing seamless linkages in planning, budgeting, operations, and strategy. Ultimately, this alignment will result in benefits for both entities, but most importantly, contribute to a healthier and more vital regional population.

Consonant with this mission focus on health sciences, the Quillen College of Medicine will increase its class size, resulting in more physicians with a rural focus, many of whom will make their home in the local area. Simultaneously, ETSU will continue to grow the visibility and import of the College of Nursing, becoming a state center of excellence for nursing. Finally, in service of ETSU's recognized role as the premier state institution for public health education, ETSU will grow its data and analysis footprint, becoming the repository for all state and regional health care data.

By leveraging these strengths, ETSU's impact on the economic health of the region has positioned the university at the intersection of significant economic development solutions and innovative industries or partnerships fostering a thriving regional business center. With graduates making up four-fifths of the regional college-educated workforce within 75 miles of campus, and numerous alumni who have stayed to contribute to the region, ETSU has a powerful imprint on the leadership, personality, and values of East Tennessee and neighboring states. The university's reputation in the arts has grown and is exceeding expectations in producing talented graduates who are contributing to the culture of the region and beyond. These results have been enabled by the ETSU spirit – proudly aware of its historical strengths yet embedded in a tradition that is innovative, adaptive through regular planning, and mindful of emerging best practices.

The next step is execution and a call to every constituency, both internal and external, to join hands in translating this vision into reality on behalf of those for whom the University exists to serve. If we can join forces in this journey, it can be the most satisfying and beneficial work that any of us can imagine. Together, we will build on behalf of a brighter and more sustainable future for not only our students but also the public whom we serve.

APPENDIX I: NEXT STEPS AND IMPLEMENTATION TIMELINE

The timeline and associated activities below represent a selection of aspirational actions and/or outcomes that were developed by task forces or presented during campus/community listening sessions. These potential actions frame an agenda focused on enhancing the university's access mission, student success goals, and community impact. These three concepts (access, success, impact) structure the action agenda that undergirds the institution's overall mission to improve the quality of life for the people of the region and beyond. By embarking energetically upon this agenda, ETSU will become a steward of place.

A. Years 1-5

- Launch a comprehensive student support center that provides full-spectrum concierge-level support from the point of application to career placement with a special focus on first-generation students.
- Enhance bridge programs for underrepresented students that couple pre-enrollment services with mentoring throughout the freshman and sophomore years.
- Implement an African American male leadership initiative that doubles the number of African American men in the student body and closes achievement gaps.
- Double the number of Hispanic and Latinx students on campus, with a concerted focus on serving the needs of students from East Tennessee.
- Implement the results from an external assessment of the institution's decentralized budget model as well as business practices and operations, with a focus on customer service and efficiency.
- Launch a comprehensive review of university peers to develop an updated cohort of realistic and aspirational peers that will drive planning, budgeting, and marketing efforts across the campus.
- Implement a coordinated process of academic department chair development and regular training.
- Explore and obtain membership in the Association of Public & Land-Grant Universities.
- Complete the following capital improvements:
 - a. Brown Hall renovation (Phase I)
 - b. Academic building construction
 - c. College of Business and Technology addition
 - d. Dedicated marching band space
 - e. Football stadium expansion
 - f. ETSU Health facility on the Innovation Campus
 - g. Lamb Hall renovation
 - h. Planning process for Warf Pickel renovations



- Complete strategic facilities master plan.
- Create innovative programs in each of the following areas:
 - a. Health Sciences
 - b. Business and Technology
 - c. Arts and Sciences
- Expand presence in downtown Kingsport and open a new off-campus location in one of the state's large metropolitan areas.
- Improve Valleybrook campus such that it is a fully equipped center to promote innovation in key research and educational areas.
- Create Center for Community Engagement in conjunction with the QEP and expand the number of experiential learning opportunities for students.
- Implement a faculty-driven process of general education renewal that ensures every graduate of ETSU is prepared for lifelong learning and professional success.
- Ensure the university is leveraging the historical relationships with the military to provide pathways for military veterans, dependents, ROTC Cadets, and active duty servicemembers serving around the world to obtain a college credential.
- Provide targeted investments in the facilities that support athletics and the Center of Excellence for Sport Science and Coach Education.

B. Years 5-10

- Expand and revitalize Continuing Education with robust, dynamic programming for non-credit learning in the region, offering opportunities in Johnson City and at Allandale/downtown Kingsport sites.
- Double the number of online undergraduate programs and grow enrollment in online programs.
- Undertake review of campus branding, with an accent on market competition and alignment with the vision inherent in the C125.2 report
- Improve faculty and staff salaries to a level equivalent to the peer average by year five.



- Launch a competency-based education program targeted toward the needs of adults across the region.
- Double the volume of externally sponsored research activity.
- Start a new women's athletic program.
- Be named as a HEED award recipient for equity and inclusion.
- Be recognized as a "Great College to Work For."
- Improve graduation and retention rates for minority students, Pell-eligible students, etc. to levels equivalent to aspirational peer institutions.
- Reach 90 percent of students participating in internship or real-world experiences with their majors or area of interest and reflecting upon the internship/experience in terms of community and place.
- Expand Access ETSU for neuro- and physically diverse students and other students who have been traditionally underserved in higher education but who are capable of success with additional levels of academic support.
- Build academic program/faculty partnerships with area middle and high schools that will bring ETSU faculty expertise into secondary school settings.
- Develop multiple pre-college academies for middle-high school students and create a seamless pipeline for matriculation to ETSU.
- Double the number of adaptive learning classroom spaces in each building.
- Establish a faculty "culture of contribution" in which research and teaching programs are closely interrelated and responsive to industry needs (i.e., a growing sense of faculty responsibility for this; it is not the work of a single center or person).
- Train ETSU faculty and staff in resiliency, diversity and equity, and neurodiversity best practices to empower them to revise curriculum and teaching practices and improve daily interactions.
- Increase the total number of diverse faculty hired and retained by 20 percent.
- Enhance academic support structures for neuro-diverse and non-traditional students.

- Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences.
- Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Sciences Foundation, USDA, etc.).
- Ensure all students at ETSU have opportunities to participate in collaborative scholarship activities (e.g., research, creative activity project, internship, etc.) before graduation.
- Establish at least three fixed-term endowed chairs of excellence in identified strength or growth areas of scholarship.
- Begin construction of a new residence hall.
- Create five new interdisciplinary programs.
- Develop co-curriculum for “soft skills” (e.g. teamwork, diversity & inclusion, global awareness, communication, leadership, etc.) that can be documented on an experiential or co-curricular transcript and via badges (<https://www.insidehighered.com/news/2016/08/09/digital-badging-spreads-more-colleges-use-vendors-create-alternative-credentials>).
- Partner with a local high school with a high-risk population to develop the first cooperative high school opportunity in our region to provide a seamless transition from high school to college.
- Increase research access to Little Bucs and University School to serve as learning and research sites for faculty and students across the university.
- Enhance Sherrod Library to become the key academic space for ETSU with makerspace, studios, data visualization labs, etc. much like the James Hunt Library (<https://www.lib.ncsu.edu/spaces?s=1#/all/all/Hunt/>) at North Carolina State University.
- Update Alexander Hall (University School) to make it a state-of-the-art, accessible learning laboratory for ETSU students’ and faculty’s learning and research.

East Tennessee State University does not discriminate against students, employees, or applicants for admission or employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all employment, programs and activities sponsored by ETSU. The following person has been designated to handle inquiries regarding non-discrimination policies: Compliance Coordinator, PO Box 70271, Johnson City, TN 37614, 423-439-8544. ETSU's policy on non-discrimination can be found at: etsu.edu/universitycounsel/compliance. ETSU is an AA/EEO employer. ETSU-PRZ-452-22



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EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022
ITEM: Resolution of Appreciation for Ms. Kara Gilliam
RECOMMENDED ACTION: Approve
PRESENTED BY: Brian Noland
President

MOTION: I move that the Board of Trustees adopt the resolution extending heartfelt appreciation to Ms. Kara Gilliam.

RESOLVED

WHEREAS educating and graduating servant leaders is one of the hallmarks of East Tennessee State University; and

WHEREAS appointment to the East Tennessee State University Board of Trustees represents both the achievement of success as a servant leader and an opportunity to refine and develop those leadership skills; and

WHEREAS Ms. Kara Gilliam has earned the highest level of respect and admiration from her faculty and staff mentors and fellow students, leading to her selection as a member of the board; and

WHEREAS Ms. Gilliam, as a Doctor of Medicine and Master of Public Health candidate on the Rural Primary Care Track, has distinguished herself on many fronts at ETSU, including her work to improve transportation access for senior citizens in Mountain City, Tennessee; and

WHEREAS from 2016 through 2018, Ms. Gilliam's influence and advocacy extended statewide through her work in Nashville to help preserve the integrity of student positions on higher education boards across Tennessee; and

WHEREAS Ms. Gilliam, by virtue of her work on the Board of Trustees and her academic experiences at ETSU, is fulfilling her aspiration to leave the world better than she found it through genuine relationships, benevolent advocacy, and compassionate health care; and

WHEREAS Ms. Gilliam has served her university energetically, knowledgeably, and loyally as a member of the ETSU Board of Trustees;

THEREFORE, BE IT RESOLVED, that the Board of Trustees extends its deepest appreciation and congratulations to Kara Gilliam for her exemplary service and for representing the very highest values of East Tennessee State University.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 22, 2022

ITEM: Student Trustee Selection

RECOMMENDED ACTION: Approve

PRESENTED BY: Brian Noland
President

Mr. Allen Archer has been nominated and confirmed by the student senate of the Student Government Association as the student trustee nominee for the 2022-23 academic year.

Mr. Archer will graduate from ETSU this May with a Bachelor of Science in Health Administration degree. He has been accepted into the combined Medical Doctor/Master of Public Health at the Quillen College of Medicine and will start this program in July. Mr Archer has been an active member in the ETSU, and greater Johnson City, community by participating in the Student Government Association, serving as president of three student organizations, mentoring peers, and volunteering regularly in a variety of campus and community organizations.

MOTION: I move to accept the President's nomination of Mr. Allen Archer to the position of Student Trustee and member of the Board's Finance and Administration Committee.

RESOLVED: Upon the recommendation of President Noland, the Board of Trustees appoints Mr. Allen Archer to the role of Student Trustee to East Tennessee State University's Board of Trustees and member of the Board's Finance and Administration Committee.