

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2021 MEETING

1:00 - 3:00 pm ET
Friday
February 19, 2021

The Martin Center
1328 W State of Franklin Rd
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from November 13, 2020](#) Tab 1
- V. Report from the Audit Committee (5 minutes)
- VI. Report from the Academic, Research & Student Success Committee (5 minutes)
- VII. Report from the Finance and Administration Committee (5 minutes)
- VIII. [Consent Agenda](#) (5 minutes)..... Tab 2
 - A. [Approval of Audit Committee Minutes from November 13, 2020](#)
 - B. [Approval of ARSS Committee Minutes from November 13, 2020](#)
 - C. [Approval of Finance and Administration Committee Minutes from November 13, 2020](#)
 - D. [Revisions to the FY 2020-2021 Audit Plan](#)
 - E. [Approval of the New Academic Program Proposal – Doctorate in Occupational Therapy](#)
 - F. [Approval of Letter of Notifications – M.S. in Applied Data Science](#)
 - G. [Approval of Housing and Food Service Rate Increases for FY22](#)
 - H. [Capital Budget Submittals and Disclosures FY 2021-22](#)
- IX. [2022 Board Meeting Dates](#) Tab 3
- X. [Trustees Self-Evaluation Report](#) Tab 4
- XI. [Public Records Rule](#)..... Tab 5
- XII. [COVID-19 Response - Center for Teaching Excellence and Information Technology Services](#) Tab 6
- XIII. [Supporting Students with Critical Needs](#) Tab 7

- XIV. [Key Performance Indicators and Committee for 125 Chapter 2 Update](#) Tab 8
- XV. [College of Public Health Spotlight](#) Tab 9
- XVI. President’s Report
- XVII. Other Business
- XVIII. Executive Session
 - A. Discuss pending legal action (if necessary)
- XIX. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Approval of Minutes from November 13, 2020

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

The minutes of the November 13, 2020 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 November 13, 2020 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

November 13, 2020
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, November 13 via teleconference call due to extraordinary circumstances surrounding the COVID-19 outbreak. The meeting was livestreamed to allow individuals to attend remotely.

I. Call to Order

Chair Scott Niswonger called the meeting to order at 1 p.m.

In his opening remarks, Chair Niswonger spoke about the forthcoming virtual graduation ceremony scheduled for December 12 and congratulated the Class of 2020 for achieving degrees this semester.

Chair Niwsonger applauded ETSU's continued efforts to fight the spread of the COVID-19 virus. Recently, ETSU Health launched a COVID-19 test collection site that delivers test results within 24 hours.

Lastly, Chairman Niwsonger noted several achievements since the previous meeting:

- Top 16 finish for the Esports Varsity Team in the game Overwatch;
- Dedication of the Dr. Patricia Robertson Pride Center located in the D.P. Culp Student Center;
- \$2.5 million grant to support Access ETSU program for individuals with intellectual disabilities;
- \$2.19 million grant from the National Institutes of Health was awarded to Dr. Chuanfu Li from the Department of Biomedical Sciences, Quillen College of Medicine, to study cardiovascular dysfunction in sepsis.

II. Roll Call

Secretary Green provided special instructions for telephonic meetings. Because Trustees participated via Zoom, votes were taken by roll call. In accordance with Tennessee Code § 8-44-108 section (c) (3), Secretary Green asked Trustees two questions. First, he asked each Trustee if he or she could clearly hear and participate in the meeting, and second, if any other persons were present in the room with them. All Trustees answered both questions with yes and no, respectively.

The following Trustees were present:

Janet Ayers
Steve DeCarlo
Virginia Foley
Dorothy Grisham
Linda Latimer
Scott Niswonger
Austin Ramsey
Melissa Steagall-Jones
Kelly Wolfe

Secretary Green said he did not detect a physical quorum present; however, a quorum existed by the inclusion of members participating by electronic means. In accordance with Tennessee Executive Order 65 permitting safe, open and transparent public meetings by electronic means, the meeting was necessary for the following reasons:

- Business critical decisions for the operations of the institution are slated for this meeting such as the consideration of a modified Spring 2021 Academic Calendar, October Budget Revisions, the Title IX Rule, and updates on ETSU 125 Chapter 2, KPI's, and ETSU's COVID-19 Response;
- Due to the COVID-19 virus outbreak and subsequent recommendations from the Centers for Disease Control and Prevention as well as Governor Bill Lee, social distancing measures and a limit on group gatherings are being observed.

Secretary Green said that for these reasons, he contended that participation by a quorum of the Board members by electronic or other means of communication is necessary. He then asked Chairman Niswonger for a motion and a roll call vote for a determination on the necessity of holding the meeting. Trustee Foley made a motion, followed by a second from Trustee Latimer. All Trustees provided affirmative votes that the meeting had a necessity to proceed.

III. Public Comments

Because the meeting was conducted virtually, Chairman Niswonger said public comments could not be received in the traditional manner. Therefore, those who would like to submit comments for the Board to receive were encouraged to email trustees@etsu.edu.

IV. Approval of Minutes from September 18, 2020

Trustee Steagall-Jones made a motion to approve the minutes, which was seconded by Trustee Foley and were unanimously approved by roll call vote.

v. Report from the Academic, Research & Student Success Committee

In her report, Chair Latimer said the committee took action on the revised spring 2021 academic calendar presented by Dr. Wilsie Bishop, which is part of the consent agenda. Dr. Bishop joined Dr. Don Samples to present an information item regarding the letter of notification for the establishment of a master's in science in orthotics and prosthetics that will be one of only a few programs in the nation. The committee also heard a presentation on the reorganization of the Research Foundation by Dr. Bill Duncan and Professor David Golden. This led to a very active discussion around the impact of private/public partnerships on regionalism, Chair Latimer said. Lastly, Drs. Bill Block and David Linville provided an update on the Ballard Health Coordinating Council and there was discussion around the community's perception of ETSU's integration with the health system as written in the certificate of public advantage (COPA).

vi. Report from the Audit Committee

Chair Steagall-Jones reported that the committee approved its charter, which is included in the consent agenda. Ms. Becky Lewis also reviewed the responsibilities of members of the audit committee, briefed the committee on audits, and reviewed the current status of the internal recommendation log and the audit plan for fiscal year 2021. Chair Steagall-Jones said the remote environment did not negatively impact the audit schedule. The committee also approved the Internal Audit Department operating expense report for fiscal year 2021.

vii. Report from the Finance and Administration Committee

In his report, Chair DeCarlo said the committee approved the October 2020 budget revisions, which are included in the consent agenda. Dr. BJ King reported on the unaudited financial statements. The exit conference will be scheduled soon and reports will be mailed directly to trustees once completed. Chair DeCarlo said the committee reviewed the university's composite financial index (CFI). The ratios demonstrate the continued financial health and stability of the university, he added. Dr. King also provided the tuition transparency report to demonstrate how tuition revenues were used and the effect on student cost of attendance in compliance with the Tuition Transparency Act. The committee also received a quarterly report from Dr. King on agreements of \$250,000 or greater. Lastly, Ms. Pam Ritter reported on the ETSU Foundation's performance in fiscal year 2020 and the activities ongoing in 2021.

viii. Consent Agenda

Chair Niswonger noted that the Letter of Notification Regarding the Establishment a

Master's of Science in Orthotics and Prosthetics (item B) was removed from the consent agenda because the Board previously approved the Letter of Notification. This item was for information only.

- A. Modified Spring 2021 Academic Calendar**
- C. Audit Committee Minutes from October 21, 2020**
- D. Audit Committee Charter**
- E. October 2020 Budget Revisions**

Trustee Foley made a motion to adopt the consent agenda as presented without item B that was seconded by Trustee DeCarlo. The consent agenda was adopted following a unanimous roll call vote.

B. Title IX Rule

Dr. Mark Fulks recalled that the Board of Trustees previously approved the emergency rule that was established due to changes in the federal regulations. The new Title IX rules were released in May with an Aug. 14 deadline for implementation. The emergency rule that was previously approved by the Board of Trustees was filed with the Secretary of State by the deadline and became effective immediately upon the filing. The emergency rule is good for 180 days providing time for a formal rulemaking process, Dr. Fulks explained. The proposed rule before the Board for approval is the same rule except it is not an emergency rule, it is a formal rule, he said. This is the formal process to replace the emergency rule before the end of the 180 days. President Noland and Dr. Fulks will also present the emergency rule to the General Assembly.

Trustee Stegall-Jones made a motion to adopt the Title IX Rule as presented that was seconded by Trustee Wolfe. The motion was approved unanimously by means of a roll call vote.

C. ETSU 125 Chapter 2 & Strategic Plan/KPI Update

Dr. Mike Hoff provided an overview of the KPI dashboard information, noting challenges with enrollment, which is a national phenomenon not unique to ETSU. However, there are successes in the quality of the students as well as numbers of transfers and graduate students, and out-of-state is trending in the right direction. Additionally, the dashboard represents a healthy institution in terms of student success. Dr. Hoff added that ETSU has made great strides in sponsored research, which is well on its way to the goal of \$60 million. He also pointed out the robust submission of funding proposals that will yield a higher level of funding throughout the institution. Next, he highlighted dollars raised through giving, which is already above the 2026 goal. Then, he focused on retention rate, which is the highest it has ever been and based on the trajectory could reach 85 percent by 2026. Graduation rates are improving across the board by gender and non-white population. Dr. Hoff

said this is the highest point of student success in the institution's history as represented in the outcomes funding formula and the dashboard. ETSU's affordability is how we make our mark in higher education, Dr. Hoff stated.

The dashboard outlines fall 2020 data, but does not yet account for the reduction in staffing related to the implementation of the voluntary retirement incentive plan. Those numbers will be represented in future dashboards. Overall, the dashboard is in a better place than when it started, Dr. Hoff said. Aggressive goals were set, he continued, but it is encouraging to see all the work that faculty, staff, students and the institution have done and the support the Board of Trustees has provided is starting to pay off in a big way.

Trustee Foley asked about the faculty profile, if the percentage of tenure-track faculty compared to instructor and lecturer positions at ETSU has changed. Dr. Hoff said staffing is in flux due to educational demand as a result of the drop in enrollment. He will prepare a profile based on department and college to share with Trustees.

Next, Dr. Hoff spoke about the strategic plan, which is halfway through and some distance away from the Committee for 125, therefore it is time to make a revision. He then turned Trustees' attention to the continuous improvement chart found in the agenda packet. Any continuous improvement process includes closing the loop, which is what this year is about – reviewing what worked and what did not, Dr. Hoff explained. It is about celebrating what worked and providing changes and considering initiatives that align with our budget to continue what works and increase innovation. Overall, the purpose of this is to focus on the future, he said. COVID is an acute problem, he continued, but institutions also tend to be stuck in their ways. The more people we have talking about exciting opportunities at ETSU, the better.

As part of this process, external consultants are being engaged in the process to get an unbiased look, and focus groups and interviews are being held through the end of the semester. Dr. Hoff further noted that ETSU 125 Chapter II will engage heavily in a committee-based process to support our mission for our institution is to improve the lives of the people of this region and there are many ways we are doing this and more.

D. ETSU COVID-19 Medical Response Team Update

Dr. Bill Block reviewed a timeline and changes implemented by the university and ETSU Health since the onset of the COVID-19 pandemic. In late February and early March, meetings began under the guidance of Mr. Jeremy Ross and a task force was developed to look at the latest information about the virus. Dr. Block said the group was notified March 5 of the first case in Tennessee. Less than a week later, the university made the decision to go virtual after spring break for two weeks with the hope of returning to in-person course delivery. Then, on March 12, Gov. Bill Lee declared a state of emergency and the NCAA canceled the basketball tournament. By March 20, Nashville surpassed 100 cases of COVID-19, the first death in the state was reported, and there were reports of students from Tusculum University returning

from spring break with COVID-19, one of the first clusters in the region. By March 27 there were 1,000 active cases in Tennessee, Dr. Block said.

Work continued through the spring and into the summer to decrease density on campus and faculty converted all classes to virtual delivery through the end of the spring semester and staff worked remotely. A mask policy was instituted along with an effort to educate the campus community to explain why masks were important in stopping the spread of the disease, Dr. Block said. Virtual commencement events were organized for the first time ever and a lot of effort went toward acquiring PPE for clinical and learning environments as supply chains were not equipped to deal with the shock at the onset of the pandemic, he added.

On March 17, ETSU Health stood up the first mobile COVID testing site in the region and Dr. Jonathan Moorman was named to the Governor's Task Force on COVID-19 and continues to serve in that capacity. ETSU Health clinics also implemented telemedicine and student clerkships were suspended mid-March at the recommendation of AAMC and virtual learning environments were established until early July.

By July it was clear the virus was not going away and that a collaborative approach to managing the response was needed, Dr. Block noted. A Medical Response Team was established and Dr. Leigh Johnson was selected to lead the response for the university. Throughout the summer, meetings were held to discuss how to deliver educational content, the return of athletics and testing protocol, the return to students and moving to single occupancy housing, and arranging for food service and laundry for students in isolation and quarantine. There was continued emphasis on measures to prevent transmission such as signage reminding visitors to wear mask, practice physical distancing and use hand sanitizer stations.

ETSU Health has provided testing for athletes following NCAA protocols, medical students every 10-14 days, and a voluntary testing protocol on main campus to determine level of spread. Additionally, a COVID PCR testing site has been established at the Community Health Center behind Woodridge Hospital. Patients schedule their test online and receive results within 24 hours. Over 100 patients are being tested daily and the positive rate has been as high as 15 percent, Dr. Block said.

Preparations are underway for vaccine distribution as one of the vaccines may require freezer storage, he noted. Dr. Leigh Johnson will ensure protocols are in place to distribute the vaccine in the order recommended by the CDC and Tennessee Department of Health. Collaboration with Ballad Health continues and members of the Medical Response Team participate in their emergency operation calls, Dr. Block said.

Dr. Block shared current coronavirus statistics and the high number of deaths from the disease in comparison to deaths caused by vehicle accidents and flu. While there is a lot of tragedy, Dr. Block said there is a lot of promise because of all we have

learned about the disease and we continue to work together as a medical community and university.

E. President's Report

President Noland began his report to the Board of Trustees by offering thanks to members of the Board, as well as faculty and staff for their leadership as the campus worked through a diversity of issues associated with the COVID-19 pandemic. In particular, Dr. Noland commended the leadership of Dr. Bill Block and his team at ETSU Health as well as Jeremy Ross, Bill Rasnick and the Facilities staff for all of their work to ensure that proper precautions were taken to ensure that campus remained both open and safe.

Dr. Noland provided an enrollment update, detailing data at campus, state, and national levels. For Fall 2020, undergraduate enrollment at ETSU declined 3.3 percent while graduate enrollment remained constant in comparison to the prior year. Across the state, most institutions (minus UT-Knoxville) have experienced enrollment declines with several community colleges experiencing decreases in excess of 15 percent. As fewer students transition through the community college pipeline, ETSU may be adversely impacted due to our dependence upon transfer students. Additionally, enrollment projections indicate a disproportionate impact from COVID-19 on low-income students in Tennessee as less FAFSAs are being submitted by families with income below \$36,000. Analyzing the pipeline of high school students across the state will be important as ETSU embarks upon the work of the Committee for 125.2.

The President also provided information related to the university's budget landscape for 2020-21. He reviewed the outcomes formula process through which funds are distributed from the state. For 2020-21, higher education was held harmless from the budget reductions that were enacted across other units of state government. President Noland thanked Gov. Lee and members of the General Assembly for making this decision as other state agencies absorbed a 12 percent budget reduction for the current fiscal year. With respect to future budget cycles, Dr. Noland referenced the upcoming THEC budget process and the potential for outcomes formula funding as well as funding for the Academic Building (formerly Humanities Building) which is listed as the number five project on the THEC capital projects list.

In terms of legislative initiatives, ETSU is supportive of the THEC outcome formula, as well as THEC's request for enhanced operational support for Quillen College of Medicine, the Academic Building project and the THEC deferred maintenance projects list. Dr. Noland referenced the active negotiations between the University of Tennessee system and Martin Methodist College, noting that if the state of Tennessee approves this merger that he will actively seek operating support for the Gatton College of Pharmacy.

President Noland then provided an overview of initiatives for 2020-21:

- Search for Chief Academic Officer/Provost: chaired by Dr. Keith Johnson
- Search for College of Nursing Dean and Clemmer College Dean
- Operational procedures for Office of Provost – supporting initiatives for faculty and new programs
- Launching revised recruitment initiatives
- Ongoing review of the nature and function of internal and external marketing with the goal of amplifying the ETSU story
- Implementing changes to out-of-state tuition model; restructuring and strengthening advising
- Hired new Public Safety Chief
- Review nature, purpose and structure of ETSU Research Foundation
- Tightening and potentially integrating operations with Ballad Health under leadership of Dr. Bill Block
- Organizing staffing structure for Martin Center with full opening in 2021
- Continuation of capital campaign (\$90 million raised)
- Re-launch ETSU Elevates
- Launch of the Committee for 125.2 strategic visioning process

President Noland concluded his report by highlighting many of the individuals retiring this fall who chose to participate in the Voluntary Retirement Incentive Program. He acknowledged the impact that these individuals had on the university and thanked them for their commitment to our students and our mission of service to the people of the region.

F. Other Business

No other business was brought before the ETSU Board of Trustees.

G. Executive Session

H. Adjournment

The meeting adjourned at 2:30 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 19, 2021

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: February 19, 2021

ITEM: Approval of Committee Minutes from November 13, 2020

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the November 13, 2020 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 November 13, 2020 meeting of the Audit Committee 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
AUDIT COMMITTEE

MINUTES

November 13, 2020
Johnson City, Tennessee

The ETSU Board of Trustees Audit Committee met at 8 a.m. on Friday, November 13, 2020, during a virtual meeting held on Zoom that was broadcast for the public's participation.

I. Call to Order

Committee Chairperson Melissa Steagall-Jones called the meeting to order at 8:02 a.m.

II. Roll Call

Board of Trustees Secretary Adam Green explained that before roll call could be taken, he needed to present a series of questions to the committee members, and that due to the trustees participating remotely, all votes taken must be done so by roll call. Committee members Grisham, Ramsey, Niswonger, and Steagall-Jones indicated they could hear clearly and that there was no one present in the room where each was located. Committee members present were: Melissa Steagall-Jones, Scott Niswonger, Dorothy Grisham, and Ron Ramsey. Other ETSU Board of Trustees members present for the committee meeting were Virginia Foley, Linda Latimer and Austin Ramsey.

In accordance with Tennessee Code § 8-44-108 Section (b) (2), Green stated that this was a regularly scheduled quarterly meeting of the Audit Committee, that the committee business is critical to the operations of the university, and in light of the COVID-19 virus outbreak and the statewide recommendations as well as those from the Centers for Disease Control and Prevention, social distancing measures and a limit on group gatherings are being observed. Green requested a roll call vote to determine the necessity of holding the meeting. Trustee Niswonger made a motion which was seconded by Trustee Grisham. Motion passed.

III. Minutes of the Audit Committee Meeting from October 21, 2020

The minutes from the October 21, 2020, meeting were reviewed. Trustee Grisham moved for them to be approved and Trustee Niswonger seconded the motion. A roll call vote was taken, and the motion passed unanimously.

IV. Approval of Charter of the ETSU Internal Audit Department

Ms. Rebecca Lewis noted that the Audit Committee Charter is typically reviewed by the Audit Committee each spring. However, due to the presence of a new committee

chair, she brought the charter to the committee for approval. She noted that there have not been any changes from the last version. If approved, this charter would need to be signed by both Trustee Steagall-Jones and Chairman Niswonger. Afterwards, it will be sent to the State of Tennessee's Division of State Audit for final approval.

Trustee Niswonger made a motion for approval; Trustee Grisham seconded the motion. A roll call vote was taken, and the motion passed unanimously.

V. Review of Audit Committee Responsibilities

Ms. Lewis provided a summary sheet in the material of the roles and responsibilities of the audit committee. This summary consolidates the responsibilities outlined in the audit committee charter, state statute, and internal audit policies. These included responsibilities related to the audit work of her office as well as the annual audit plan and status reports. The summary also notes the committee's responsibilities related to fraud, waste, and abuse and the department's Quality Assurance and Improvement Programs commonly referred to as the peer review process.

Also included is information regarding the committee's role related to the President's Expense Audit, State and External Audits, as well as other miscellaneous duties.

VI. Approval of Charter of the ETSU Internal Audit Department

Similar to the Audit Committee Charter, the Internal Audit Department's Charter is typically reviewed annually by the Audit Committee each spring.

Due to the change of committee chair, this charter was also presented for approval. Ms. Lewis noted that there have not been any changes from the last version. If approved, this charter would need to be signed by President Noland, Trustee Steagall-Jones and herself.

Trustee Niswonger made a motion for approval; Trustee Grisham seconded the motion. Motion passed unanimously from a roll call vote.

VII. Audits and Investigations Performed

Ms. Lewis reported that since April 2020, Internal Audit has completed a total of three audits and four investigations. Information on each of those reviews was included in the audit committee materials.

Audits

A. Dependent/Spouse Tuition Discount Program

Ms. Lewis explained that these discounts are a part of the state's employee benefit package. The main objective of the audit was to determine if controls are in place to ensure that individuals receiving the discount were eligible. The audit revealed that controls related to relationship verification and eligibility need improvement. Human Resources has begun implementing changes in their processes and Internal Audit will conduct a follow-up audit in the near future to ensure proper controls are in place.

B. Men's Basketball Expenditures

Current university policies require an audit of expenditures at the end of a head coach's employment. The audit revealed compliance with all significant university policies and procedures.

C. President's Expenditure Audit

Internal Audit completed an annual review of the President's Expenditures as required by State Statute. The audit revealed no material omissions from the expense reports, statutory or policy violations, or deficiencies in internal controls.

D. Memorandum of Investigations

The first investigation involved a professor in the Department of Psychology. The investigation involved a research study funded by an internal RDC (Research Development Committee) grant. When reviewing the expenses paid with the RDC grant, it was discovered that some of the funds were spent on other research projects not approved by the RDC. In addition, Institutional Review Board (IRB) policies were not always followed by the faculty member. All research involving human subjects must obtain prior approval of the IRB and principal investigators must adhere to the IRB's established regulations. Internal Audit will conduct a follow-up review to ensure controls have been put in place to help ensure compliance with RDC and IRB requirements in the future.

Internal Audit also completed three case resolution reports involving a missing deposit and two missing petty cash funds. The missing deposit was later discovered during the investigation. However, the two missing petty cash funds were not discovered. The loss for these funds totaled \$175.

E. Completed Audit Heat Map

The Internal Audit Heat Map was included in the materials.

VIII. Recommendation Log Status as of October 31, 2020

After an audit report is issued, Internal Audit conducts "mini audits" to ensure prior recommendations and management action plans have been implemented. The recommendation log is used to track the status of these recommendations and action plans. If a follow-up audit reveals that corrective actions were not taken, a formal follow-up audit report will be issued. If actions have been taken, these are noted, as are any information on items that are significantly or slightly overdue or are progressing in a timely fashion.

IX. Report of the Audit Function for FY 2020

In addition to providing the audit committee with audit reports, Internal Audit also prepares an annual report that summarizes the accomplishments of the department during the past fiscal year.

This report includes a list of completed and in-progress audits, an analysis of audit hours by functional area, and key performance indicators. The department also has mandatory disclosures on customer service satisfaction surveys. Ms. Lewis requested feedback from Trustee Steagall-Jones regarding any additional performance measures she would like to see in the future.

X. Approval of Internal Audit Employee Profiles

The department's employee profiles were included in the meeting materials. These profiles include each employee's name, position, certification, current salary and years of experience. As required by the Audit Committee Charter, salaries must be approved annually for all audit personnel.

Trustee Steagall-Jones expressed appreciation to Ms. Lewis and her staff for all they have done.

Trustee Grisham made a motion for approval of the salaries, and Trustee Ramsey seconded the motion. After a roll call vote, the motion passed unanimously.

XI. Internal Audit Operating Expense Budget FY 2021

The department's operating budget for FY 2021 was presented as an informational item. This is done to ensure that the department has a sufficient budget to perform audit duties.

XII. Approval of Revisions to the Audit Plan

One addition to the annual Audit Plan was omitted from the plan that was approved at the last meeting. Trustee Niswonger made a motion to approve the revision; Trustee Grisham seconded the motion. The motion passed unanimously with a roll call vote.

XIII. Other Business

No other business items were presented.

XIV. Executive Session to Discuss Active Audits and Enterprise Risk Management

Trustee Ramsey made a motion to go into executive session; Trustee Grisham seconded the motion. A roll call vote was taken, and the motion passed unanimously. Trustee Steagall-Jones noted that no action will be taken in executive session and that the Audit Committee will not reconvene following the executive session.

XV. Adjournment

The committee adjourned at 8:23 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Approval of Committee Minutes from November 13, 2020

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

The minutes of the November 13, 2020 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

RESOLVED: The reading of the minutes of the November 13, 2020 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

November 13, 2020
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met at 9:15 a.m. on Friday, November 13, 2020, via teleconference call due to extraordinary circumstances surrounding the COVID-19 outbreak. The meeting was livestreamed to allow individuals to attend remotely.

I. Call to Order

Dr. Linda Latimer, chair of the Academic, Research and Student Success Committee, called the meeting to order at 9:15 a.m.

II. Roll Call

Board Secretary Adam Green explained that before roll call could be taken, he needed to present a series of questions to the committee members, and that due to the trustees participating remotely, all votes taken must be done so by roll call. Trustees Janet Ayers, Virginia Foley, Scott Niswonger, Melissa Steagall-Jones and Chair Linda Latimer indicated that they could hear clearly and that there was no one present in the room with them. In accordance with Tennessee Code § 8-44-108 Section (b)(2), Green stated that this was a regularly scheduled quarterly meeting of the Academic, Research and Student Success Committee, that the committee business is critical to the operations of the university, and in light of the COVID-19 virus outbreak and the statewide recommendations as well as those from the Centers for Disease Control and Prevention, social distancing measures and a limit on group gatherings are being observed. Green requested a roll call vote to determine the necessity of holding the meeting.

A motion was made by Trustee Foley and seconded by Trustee Stegall-Jones. A roll call vote was taken and the motion passed unanimously. Green asked that the record reflect that in addition to members of the Committee, other Trustees participating in the meeting were Stephen DeCarlo, Dorothy Grisham and Austin Ramsey.

III. Revised Academic Calendar

Dr. Wilsie Bishop, Senior Vice President for Academics and Interim Provost, presented the revised academic calendar for the spring of 2021. Dr. Bishop noted that out of concern for the safety and security of students, faculty and staff as the COVID-19

pandemic continues, the university has revised the previously approved academic calendar to ensure a safe environment. The semester will start as scheduled on Jan. 19, 2021, following Martin Luther King Jr. Day. The significant difference is that spring break will not be a full week; but to give faculty and students time away, shorter breaks have been scheduled throughout the semester: Feb. 18-19, March 15-16, and April 14. University offices will remain open on those dates. The regular Good Friday holiday will be April 2, and the semester will end as planned with graduation on May 8; Winter Session will continue as scheduled from Dec. 16-Jan. 10. The Quillen College of Medicine and Gatton College of Pharmacy will continue to follow their own academic calendars.

A motion to approve the revised spring 2021 academic calendar was made by Trustee Ayers and seconded by Trustee Niswonger. A roll call vote was taken and the motion passed unanimously.

IV. Letter of Notification Regarding the Establishment of a Master of Science in Orthotics and Prosthetics

Dr. Bishop told the Committee she would use this information item to give an update on several program proposals that have been before the Board and are now in the process of review by the Tennessee Higher Education Commission (THEC). She said Dr. Don Samples, Dean of the College of Clinical and Rehabilitative Health Sciences, would give more of an in-depth introduction to one of those proposals for the benefit of Trustees new to the Committee so they would have an opportunity to be informed about what goes into the curriculum process. Dr. Bishop said the university is at the stage of moving forward with the Doctorate in Occupational Therapy that was presented in April 2019. An off-site review by external reviewers from the universities of Toledo and Arkansas State was completed to ensure that the quality of the proposal was consistent with what professionals in the field across the country expect. Following university response to the review, the proposal will be reviewed at the THEC staff level before going before THEC for approval in January. The proposal will then come back to the ETSU Board for final approval.

The Master of Arts in Digital Media approved by the Board is moving at a different pace. Dr. Bishop said the university is awaiting the results of an external review; no significant changes are anticipated from THEC, and the proposal may be brought back before the Board in the spring in time for implementation for the fall of 2021.

Dr. Bishop presented a Letter of Notification for the Master of Science in Orthotics and Prosthetics program, which is the first step in the Board of Trustees review protocols for the establishment of a new academic program; it has been approved by the Academic Council and President's Office, and upon Board approval, will be forwarded to THEC for

public comment and approval before final Board approval. Pending completion of the approval process, the program is anticipated to be implemented in the summer of 2022.

Dr. Samples delivered a PowerPoint presentation (included in meeting packet along with proposal and supporting materials) regarding the proposed Orthotics and Prosthetics degree program in the Department of Rehabilitative Health Sciences. He said this would be a high-demand program and would be the only program of its kind in Tennessee and within 400 miles of Johnson City; there are only 12 such programs in the country. The degree would prepare students to pursue three distinct career paths, with orthotics being most in demand. Dr. Chris Hovorka, a national leader in the profession, has been hired as director of the two-year program, for which curriculum design is underway. Some courses will be interchangeable with physical therapy and occupational therapy, providing interdisciplinary training and research opportunities; there will also be collaborative opportunities with the Quillen College of Medicine and the Quillen Veterans Affairs Medical Center (VA). The first class is expected to be admitted in the summer of 2022.

Dr. Samples said that one-time costs for the new program will be approximately \$2 million, which has already been set aside through careful budgeting. The dean noted that the college has planned for several years for this program, and therefore surplus funds have been carried over from year to year. The program should be self-supporting by year two when it is fully operational with 28 to 30 students who will be charged standard tuition rates and the health science fee. The college currently does not have any federal or private grants or gifts to establish the program, but its development officer is working to identify potential funding sources. Space for the Orthotics and Prosthetics Program, as well as the Occupational Therapy Program, has been identified on the first floor of Building 2 on the VA Campus. Building 2 also currently houses the Physical Therapy Program and Department of Family Medicine. The new space for Orthotics and Prosthetics will require training, fitting, sewing and mechanical rooms; a lab for working on devices; a multipurpose room; and more.

The presentation of this Letter of Notification was an information item and did not require Committee action.

V. Research Foundation Reorganization

Dr. Brian Noland, ETSU President, recognized the Committee's ongoing support for research and set the stage for a discussion that would give Board members an opportunity to indicate whether the university is moving in a direction consistent with the Board's expectations and the regional vision to grow and diversify research. He said that as the university moves into its second phase of strategic visioning, it is appropriate to ask questions about research and what research should look like at ETSU. He reminded Committee members of successes to date and recognized the efforts of Drs. Rob Pack and

Nick Hagemeyer and others for their work in fine-tuning the vision for research that grew out of the Committee for 125. He also noted that there have been conversations about potential opportunities for partnership with the formation of Ballard Health. He said some matters are emerging both across the region and campus that provide potential opportunities to make some defined progress in 2021 and begin to realize the visions of the Board and the campus. The first of these is the creation of the Center for Rural Health Research with state funding. He said Dr. Randy Wykoff, Founding Director of the Center and Dean of the College of Public Health, has moved aggressively to recruit and hire faculty and has garnered millions of dollars in federal support. This has created space issues within the College of Public Health, and space within such assets as the Innovation Lab and Eastman Valleybrook campus is being assessed.

Dr. Noland noted that David Golden, Professor of Practice and Allen and Ruth Harris Chair of Excellence in Business, is bringing new ideas to the table, and that as the university moves into the post-COVID world, it is time for the university to move and begin to fully explore opportunities for the ETSU Research Foundation to coordinate a portfolio of disparate but related organizations, including the Innovation Lab, the Tennessee Small Business Development Center, the Institute for Computational Research and Data Sciences, Valleybrook, intellectual property, and technology transfer. Dr. Noland thanked Prof. Golden and Dr. William Duncan, Vice Provost for Research, for taking the lead on these discussions and turned the floor over to them.

Dr. Duncan expressed excitement about the opportunity to link the university's research growth with the growth of innovation and economic development in the region, and said Prof. Golden's regional and national contacts would be beneficial in achieving this outcome. He said faculty would have greater opportunities to interact with outside companies, and this could contribute to attracting new faculty.

Prof. Golden echoed Dr. Duncan's excitement and said that an enhanced or "next-gen" approach to the Research Foundation could build bridges connecting the different organizations of which it is comprised, help design for a range of outcomes and embrace the uncertainties of the world in a positive way, and help the university to improve timelines to be able to pivot quickly in the development of new academic programs. He said the Research Foundation can be a convening point for campus, and therefore can facilitate connections to spur creativity and innovation.

Chair Latimer said she was excited about the possibilities presented by the Research Foundation, and stressed that this needs to yield public-private partnerships. She noted opportunities presented by the Valleybrook facility, which is located at the corner of two interstates (I-26 and I-81). She further noted opportunities for regional entrepreneurs to invest in the site, and that the Washington and Sullivan County mayors will be important in building out the Valleybrook site. She also said she believes that Ballard, which is

required to fund research, has been waiting for a cohesive plan, and that through the Research Foundation, a plan is being crafted that could lead to an investment.

Trustee Niswonger called this a “game-changer” for the region, unlocking many opportunities for creating high-paying jobs. He noted that what has always held us back has been capital.

Prof. Golden said the field of synthetic biology is expected to grow by \$4 trillion over the next 10 years, and the Valleybrook site could provide laboratory and office space when the university creates a synthetic biology curriculum. He said this field has myriad applications in agriculture, manufacturing, medicine and more, and he envisions the establishment of a K-12 project in local schools through a partnership between various ETSU colleges and such entities as the Niswonger Foundation, the non-profit BioBuilder Educational Foundation and others. He said that Dr. Natalie Kuldell, a top synthetic biology expert from MIT and founder and Executive Director of BioBuilder, is scheduled to visit campus in the coming weeks.

Trustees agreed this would “break down silos” between colleges at the university. Trustees noted it would be instrumental in keeping university graduates in the region, and said we must continue to craft the story, recognizing the world-class talent of the research faculty at ETSU.

Although this was an information item that did not require a vote, the Committee gave President Noland authorization to begin working quickly on the process of restructuring bylaws, chartering a new board, and appointing a CEO of the research corporation. He will also begin reaching out to local entities to see if there is an opportunity for ETSU to serve as a nexus for economic development and regionalism conversations.

VI. ETSU Health Update: Ballad MOU and ETSU/Ballad Coordinating Council

Dr. David Linville, Executive Vice Provost for Health Affairs, provided background for new Board members and an update on the Ballad Health MOU (Memorandum of Understanding) and ETSU/Ballad Coordinating Council. He said that since February, the three sub-councils (Education and Training, Clinical and Community-Based Care and Innovation, and Research) have been meeting, organizing, and cataloguing what currently exists in the relationship between Ballad Health and ETSU. These include such things as agreements between the two pertaining to faculty practice, IRB (Institutional Review Board) operations, contracts, and more. The councils have discussed pipeline and workforce issues, including matters of attracting and retaining staff during the pandemic; student clinical rotations were temporarily suspended in the spring of 2020 due to the pandemic. Dr. Linville said the university and Ballad Health are still focusing on positioning themselves to strategize together in a better way. Whereas historically, agreements between Ballad Health’s legacy organizations (Mountain States Health Alliance and Wellmont) and ETSU were transactional, the entities now are recognizing

the importance of strategizing together, focusing on the academic mission of the university, Ballad's health care delivery system, and the quality improvement both are striving to achieve. He said Board members would play an important role in helping to frame and develop the relationship with Ballad Health into a strategic partnership.

Dr. William Block, Vice President for Clinical Affairs and Dean of the Quillen College of Medicine, agreed and said communication will hopefully be the bridge that helps the entities progress from a transactional relationship to one that is more collaborative and forward-thinking.

President Noland stressed the importance of exploring a deeper integration of ETSU Health operations with those of Ballad Health. He noted that most major academic health sciences center across the country have a robust partnership with their local health system, whether by ownership or a deep, integrated partnership. He said that in spite of complications presented by the COVID pandemic, progress is being made in that direction and both entities are committed to aggressive timelines for moving the process forward.

VII. Adjournment

There being no further business, Chair Latimer adjourned the meeting at 10:32 a.m. following a motion by Trustee Ayers to adjourn that was seconded by Trustee Niswonger and approved.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Approval of Committee Minutes of November 13, 2020

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

The minutes of the November 13, 2020 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 November 13, 2020 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

November 13, 2020
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 13, 2020, at 10:45 a.m. Due to the extraordinary circumstances surrounding the COVID-19 pandemic, the meeting was conducted via teleconference, and public attendance to the meeting was available via livestream.

I. Call to Order

Steve DeCarlo, Chairman of the Finance and Administration Committee, called the meeting to order at 10:45 a.m.

II. Roll Call

Deputy Board Secretary Nathan Dugger led the roll call. In accordance with Tennessee Code § 8-44-108 section (c) (3), he asked the members of the committee for the record if they could clearly hear so that they could participate in the meeting, and if they would identify any persons present in the room with them from which they were participating in the meeting. All of the committee members who were present reported that they could hear and that they were alone.

Committee members present (all via teleconference) were:

Trustee Dorothy Grisham
Trustee Austin Ramsey (non-voting student member)
Trustee Ron Ramsey
Board Chairman Scott Niswonger
Committee Chairman Steve DeCarlo
Absent: Trustee Kelly Wolfe

Although a physical quorum was not present, Mr. Dugger reported to Chairman DeCarlo that a quorum did exist by inclusion of committee members participating electronically.

III. Approval of Determination of Necessity of Holding This Meeting

In accordance with Tennessee Executive Order 65 permitting safe, open, and transparent public meetings by electronic means, Mr. Dugger offered up to the board the following reasons that necessitated this meeting:

- Business critical to the operations of the institution are slated for this meeting such as approval of the October Budget Revisions, financial presentations, and an update on the ETSU Foundation;
- Due to the COVID-19 virus outbreak and subsequent recommendations from the Centers for Disease Control and Prevention as well as Governor Bill Lee, physical distancing measures and a limit on group gathers are being observed.

For these reasons, Mr. Dugger contended that participation by a quorum of the Board members by electronic or other means of communication is necessary and asked that a motion be made and a roll call vote be taken for a determination on the necessity of holding the meeting.

Board Chairman Scott Niswonger made a motion that the necessity exists for the meeting to continue. Trustee Dorothy Grisham seconded the motion. The motion unanimously passed by a roll call vote.

Mr. Dugger noted that there was a quorum and the need for the meeting had been voiced. In addition to the members of the Finance and Administration Committee, the following Trustees were also present for the meeting: Virginia Foley, Linda Latimer and Melissa Steagall-Jones.

IV. Approval of Fiscal Year 2021 October Budget Revisions

Dr. B.J. King, Chief Financial Officer for Business and Finance, presented the October 2020 revisions to the 2020-21 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 proposed budgets for the fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Dr. King explained that because the July budgets were prepared prior to COVID-19 and prior to the finalization of the Governor's budget, revisions were needed to update the budget to the reflect the current circumstances.

Dr. King went over information in the packet outlining the following revisions:

- **Main Campus:** Dr. King explained the primary reasons for the revisions to the Main Campus Budget, including the fact that state appropriations were returned to the F19 year levels and the original budget was based on an

enrollment decrease of 100 students. However, due to COVID and other mitigating factors, enrollment decreased by 474 students, affecting tuition revenues, revenues from auxiliaries (housing and food service), as well as other projected revenues.

Adjustments to the Main Campus Expenditure Budget included a \$7 million base budget reduction across all functional units (4.3 percent budget reduction for academic units and 5.3 percent budget reduction for administrative units); removal of the \$1.2 million salary increase that was part of the original state appropriation; carryforward funds for research; and a reduction in benefits and scholarships, partially due to the decrease in enrollment.

In total, the revised Main Campus Budget is writing revenue down by \$13.7 million and writing expenditures and transfer up by \$8.5 million. The revised budget also reflects a total decrease of 39 full-time unrestricted and auxiliary positions.

- **College of Medicine:** The College of Medicine is reducing its revenues by \$2 million (reductions in tuition and state appropriation being put back to FY19 levels and some reductions in medical residents' participation agreement revenues). Expenditures budget decreased. Other areas are being written-up in this budget due to carryforward funds. Medicine was not requesting any new positions in this budget cycle
- **Family Medicine:** Family Medicine is recording increases in revenue because its state appropriation reduction was offset by some increases in their medical resident participation agreements. Its expenditure increases are related to the addition of three new resident physicians, and Family Medicine is also assisting College of Medicine with the Associate Dean for Rural Programs position, adding that cost into the budget. Family Medicine is requesting three new positions in faculty and is writing its revenue up by \$96,000 and writing expenditures up by \$279,000.
- **College of Pharmacy:** College of Pharmacy has a decrease in revenue due to a slight enrollment decline. The increases in expenditures are driven by carryforward funds from the stewardship from last year. The College is adding one new faculty position and writing its revenue down about \$350,000, and writing expenditures and transfer budget up by \$1.5 million.
- **Summary of non-formula units:** Across all three of the non-formula units, there is a total increase of four faculty positions.

Trustee Ron Ramsey made a motion that the Committee approve the revisions to 2020-

2021 Budget. Board Chairman Scott Niswonger seconded the motion. After a roll call vote, the motion passed unanimously.

V. Presentation of Fiscal Year 2020 Unaudited Financial Statements

Dr. King noted that the accounting records for the university are closed and FY20 financial statements have been forwarded to State Audit for review. A finalized report should be available and mailed to the Board by State Audit by April of 2021.

Dr. King reviewed the unaudited financial information, including a comparison of FY20 and FY19 assets, operating revenue, operating expenses, and nonoperating and capital income.

In this discussion, Chairman DeCarlo asked if all the CARES Act funding that has been received is reflected in FY20. Dr. King said that yes, because ETSU had certainty of what the amounts were, the CARES Act funding was recorded as revenue in accounts receivable in FY20 account books. She mentioned that there is minimal funding associated with CARES that would be recorded in FY21.

VI. Presentation of Fiscal Year 2020 Composite Financial Index

Dr. King presented the Composite Financial Index (CFI), intended to provide a measure of financial health of the institution, for the Board's review. The CFI includes the financial resources of the ETSU Foundation, but not does include information for the Medical Education Assistance Corporation. She reviewed the following four individual ratios:

- **Primary Reserve:** This is the measure of financial strength and flexibility. All units are far above watch level and all are increasing except pharmacy, which far exceeds the industry standard.
- **Viability:** This is a measure of financial health. All units are above the watch level, and all units are increasing.
- **Return on Net Assets:** This is a measure of total economic return for the fiscal year. Dr. King mentioned that this ratio could fluctuate due to timing of gifts (such as Millennium Center). She indicated that we are returning to "a more normal level" and that the combined level is above industry standard and above the watch.
- **Net Operating Revenues:** All units are above the watch level and "coming up from where we were in 2019."

The CFI incorporates four ratios and combines them with their weights. Dr. King indicated that ETSU declined "a little on all of them," but that we are in "good financial health." At 2.72, ETSU is approaching the 3.0 CFI industry standard and is at one of the highest levels it has been at in the past six years.

For future Board meeting cycles, Dr. King recommended that the presentation of the CFI move from the November meeting to the February meeting. Since other institutions across the state present their CFIs in December, at the November meeting, Dr. King did not have their data to show the Committee members how ETSU compared to other institutions across the state. In order to have this useful comparison, going forward, she will now defer the CFI presentation to February meetings.

VII. Presentation of Tuition Transparency Report

Dr. King presented ETSU's Tuition Transparency Report, which provides information regarding expenditure of revenues derived by any tuition and fees increase in the previous full academic year.

According to Dr. King, the report for FY20 indicated that ETSU increased tuition and mandatory fees by 2.31 percent and generated approximately \$2.7 million. Of this, there were \$2 million expenditures in salary improvements, benefits increases, inflationary costs for facilities and other operations and enrollment systems, Approximately \$700,000 in fee revenue was used to enhance campus concerts, fund student organizations on campus, improve the ID Bucs system, network technology improvements, and parking facilities.

Chairman DeCarlo asked if King received other universities' reports so she could do a comparison across the board. Dr. King said that although the universities all use the same format, they have not shared with each other what is reported to the State. However, this information could be derived from other sources, such as the Tennessee Higher Education Commission website or universities' Board documents.

VIII. Quarterly Reports on 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 July-September 2020.

IX. ETSU Foundation Update

Ms. Pam Ritter, Vice President of University Advancement, updated the Committee on the work of University Advancement, which includes University Development, the National Alumni Association, and the ETSU Foundation. She began with a review of the vision and mission, Campaign for ETSU, and the strategic goals.

She reviewed the work of Goldman Sachs, investment managers for the Foundation endowment. She noted that they were worried when the endowment went down to \$84 million in March 2020. After continuous meetings and careful monitoring by Goldman

Sachs, the endowment jumped to \$107 million by the time of this meeting (November 2020). Ritter explained the conservative approach to investments and reviewed the investment pool asset class ranges and total assets by fund type.

She also shared with the Committee some of the creative fundraising techniques that her staff has used in order to develop and maintain relationships with alumni and donors, even in the midst of a global pandemic. Not only have they been Zooming with donors in order to stay safe, they have created and hosted new online educational opportunities for alumni to participate in, and hundreds of alumni have taken advantage of these events. These allow the University to continue to cultivate relationships despite limitations on in-person visits and meetings.

In her report, Ms. Ritter discussed earnings required for distribution, noting that in FY20, the required distribution was \$2.9 million to the endowment and \$900,000 to the unrestricted fund, for a total of \$3.8 million. In FY21, distribution will be \$3 million to the endowment and \$1 million for the unrestricted fund, for a total of \$4 million.

She reviewed the goal of the \$120 million Foundation Comprehensive Campaign, and Chairman Niswonger encouraged them to push on toward that goal. They are currently at \$86.2 million of that goal.

X. Other Business

No other business was brought before the Committee.

XI. Adjournment

Trustee Grisham made a motion to adjourn the meeting, and Trustees Ram Ramsey and Scott Niswonger seconded the motion. The meeting was adjourned at 11:55 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021
ITEM: Revisions to the FY 2020-2021 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 2020-2021 audit plan since the last meeting.

Additions

College of Nursing – Dean’s Office
Follow up for ETSU’s Board of Trustee Sunset Audit

Deletions

None

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

RESOLVED: The revisions to the Audit Plan for 2020-2021 are approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Approval of the New Academic Program Proposal (NAPP) for the Establishment of a Doctorate in Occupational Therapy

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

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

The New Academic Program Proposal (NAPP) for the Clinical Doctorate in Occupational Therapy (OTD) is the final step in a series of ETSU academic program review protocols necessary for the establishment of a new program. This program was approved as a Letter of Notification (LON) in April 2019 by this board, and has since been reviewed and approved by THEC following public comment. Pending the Board of Trustee’s approval, the item will be sent to THEC for final Commission Approval.

The College of Clinical and Rehabilitative Health Sciences proposes to establish a program of study that leads to a clinical doctorate degree in Occupational Therapy (OTD). The American Occupational Therapy Association (AOTA) defines an occupational therapist as a professional who “helps people of all ages participate in things they want and need to do through the therapeutic use of everyday activities (occupations). The Accreditation Council for Occupational Therapy Education (ACOTE) has recently recommended the entry-level degree for occupational therapy education be elevated to the doctorate level. They have proposed a mandate that all programs offering a degree in occupational therapy will be at the doctorate level by 2027. The key findings and program demand forecast for the OTD in the southeast and nationally provide substantial support for the future sustainable need and demand for the proposed OTD program.

ETSU would be the first public institution within more than 200 miles to offer an OTD program in Tennessee, and the only to offer the degree with other established graduate rehabilitation programs within the same college (physical therapy, speech-language pathology, and social work) and within a broader university interprofessional education program. The proposed program will offer applicants an option to complete a doctoral degree from a public university, which is more financially feasible for many students. This proposed program will help to meet workforce demands in a field of increasing need with highly-qualified applicants who are well prepared to be autonomous practitioners.

Attachments:

New Academic Program Proposal (NAPP) [Can be found in the February 19, 2021 Academic, Research, and Student Success Committee Materials]

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

RESOLVED: The New Academic Program Proposal (NAPP) Regarding the Establishment of a Doctorate in Occupational Therapy (OTD), is approved by the Board as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Approval of the Letter of Notification (LON) Regarding the Establishment of a M.S. in Applied Data Science

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

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

The Letter of Notification (LON) for the Master of Science in Applied Data Science is presented to the East Tennessee State University Board of Trustees (ETSUBOT) as a review protocol necessary for the establishment of a new academic program. This item was approved internally – including approval by Academic Council, University Council and President Noland - according to established procedures. Pending the Board of Trustee’s approval, the item will be sent to the Tennessee Higher Education Commission (THEC) where it will be posted for public comment, a review by external academic evaluators will be conducted, and the program proposal will be presented the Commission for final approval. Unless substantial curricular or fiscal changes are made to this academic program proposal as a result of the THEC and external consultant reviews no additional action will be required by the ETSU Board of Trustees.

This multi-disciplinary program was developed through the collaboration of the Math and Statistics department in the college of Arts and Sciences and the Computing department in the College of Business and Technology and will be housed in the Math and Statistics department. Applied Data Science is the study of techniques for collecting, processing, and drawing inferences from all manner of data. A multi- disciplinary area, it uses statistics in conjunction with a large repertory of programming tools to extract and organize knowledge from large volumes of structured and unstructured data. The growing importance of Data Science in technology, health services, administration, and other industry arenas calls for a well-trained Data Science workforce. At this juncture, the demand for data scientists exceeds supply. According to the U.S. Bureau of Labor Statistics, the need for practitioners of Data Science will result in 11.5 million job openings by 2026.

The proposed Masters Degree in Applied Data Science (M.S.A.D.S.) will help enhance the ETSU program offerings associated with high need employment areas while providing graduate students an opportunity to promote data literacy across many disciplines, while enhancing Data Science expertise by providing comprehensive and in-depth training. Enrollment in this program

is expected to be driven by the excellent employment opportunities for program graduates. The new degree will enhance student mathematical and computational proficiency while providing real-world experiences through internships with local industries, healthcare or administrative units. An extensive elective track will allow students to focus their professional aspirations on specific data-related disciplines. The proposed M.S.A.D.S. consists of courses from math/statistics and computer science, supplemented by electives that emphasize data management and manipulation. A capstone project requiring students to complete a team-oriented project for an industrial partner, will provide students an opportunity to engage in professional work while enhancing ETSU relations with partnering organizations.

The program will be delivered on-ground as well as online to ensure that working professionals and traditional students both have opportunities to participate in this degree offering. Graduates of this program will be prepared to excel in a diverse workforce and confront the challenges posed by big data processing.

Attachments:

- Letter of Notification [Can be found in the February 19, 2021 Academic, Research, and Student Success Committee Materials]
- THEC Financial Projections Form [Can be found in the February 19, 2021 Academic, Research, and Student Success Committee Materials]

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

RESOLVED: The Establishment of a Masters of Science in Applied Data Science is approved by the ETSU Board of Trustees as outlined in the meeting materials. The University is directed to submit the Letter of Notification to the Tennessee Higher Education Commission (THEC) and complete all additional steps required by THEC and ETSU for full implementation of this new academic program should THEC support the proposal during its post-external judgment determination.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Proposed Housing and Meal Plan Increase for FY2021-22

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
Chief Financial Officer

Both Housing and Food Service auxiliary units had no increase in rates as part of the campus-wide participation in holding student costs to FY20 rates due to the COVID-19 pandemic. The meal plan increase is based on the consumer price index for meals away from home.

FY21-22 Auxiliary Unit Non-Mandatory Charge Request						
Description	Current	Proposed	Increase	Prior Increase	Revenue Generated	Justification
Residence Halls	\$1,995 - \$5,240	\$2,035 - \$5,340	\$40-\$100/term	\$80 - \$100/term	\$145,000	Housing is a 100% auxiliary enterprise operation.
Apartment	\$2,930 - \$3,995	\$2,990 - \$4,070	\$60-\$75/term	\$55 - \$355/term	\$94,000	Housing is a 100% auxiliary enterprise operation.
Silver 7 day Any Time Meal Plan	\$1,804	\$1,860	\$54/term	\$46/term	Revenue passed through to Sodexo	The Sodexo contract increase is 3.28% and is based on the consumer price index for Meals Away From Home.

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

RESOLVED: The proposed rates for Housing and Food Service for 2021-22 is approved as presented in the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021

ITEM: Capital Budget Submittals and Disclosures FY 2021-22

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 recommendations 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 renovations which change the function, use or capacity of existing space; major expansions or conversions of central energy plants; and major renovation projects which upgrade or appreciably 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 the list of ETSU's capital projects and priorities for fiscal year 2021-22:

Capital Outlay

1. ETSU Academic Building (\$51,794,000)

Capital Maintenance

1. HVAC and Steam Line Repairs Phase 1 (\$3,650,000)
2. Brown Hall Structural and Shelbridge Repairs (\$3,000,000)
3. Exterior Building Improvements (\$2,414,000)
4. Multiple Roof Replacements (\$2,300,000)

Capital Disclosures

1. Admission Renovation (\$2,000,000)
2. Sam Wilson Renovation and Addition (\$25,000,000)
3. John Robert Bell Upgrade (\$750,000)
4. Memorial Center Exterior Upgrade (\$310,000)
5. Boulevard Commons Extension (\$4,000,000)

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

ACTION ITEM

DATE: February 19, 2021

ITEM: 2022 Board Meeting Dates

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
Secretary

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 following calendar is proposed for regularly scheduled meetings for 2022.

Board of Trustees 2022 Meeting Schedule proposed:

Friday, February 18, 2022
Friday, April 22, 2022
Friday, September 16, 2022
Friday, November 18, 2022

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

MOTION: I move that the Board of Trustees adopt the resolution for the 2022 Board of Trustee Meeting dates.

RESOLVED: The Board of Trustees adopts the meeting 2022 Board of Trustee Meeting dates calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Trustees Self-Evaluation Report

PRESENTED BY: Adam Green
Secretary

During the spring 2020 semester East Tennessee State University conducted a Board of Trustees Self-evaluation. The evaluation consisted of ten questions half of which were items that required rating and half that allowed for open comment.

There were 10 surveys distributed and 7 completed responses for a response rate of 70 percent.

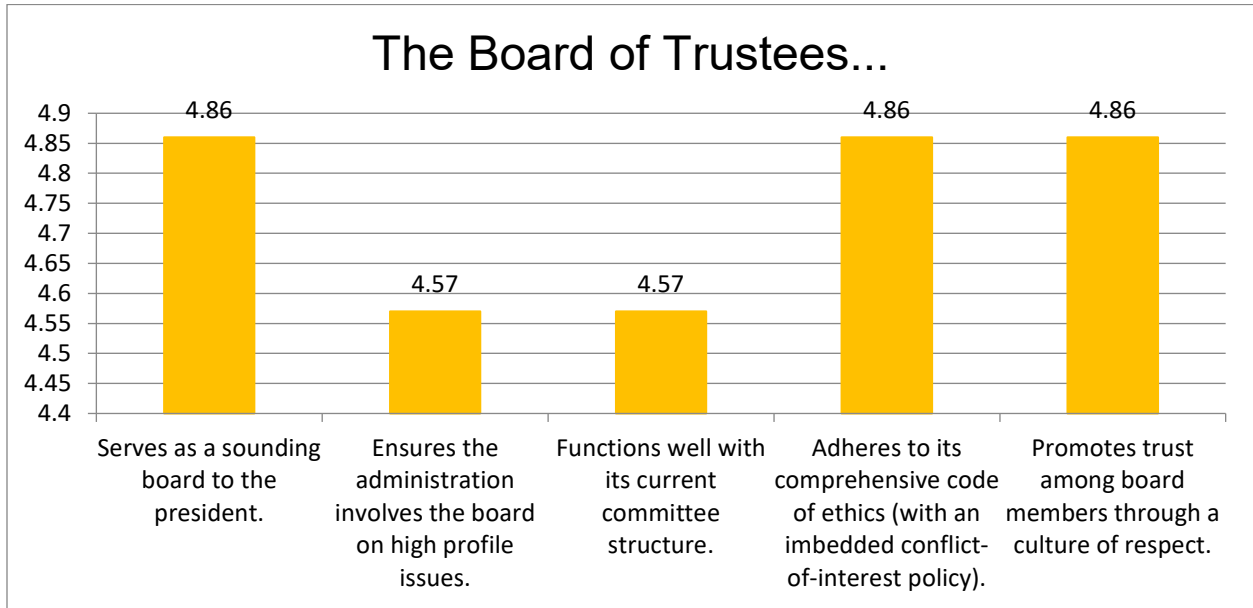
Overall the evaluation demonstrates a well-functioning board. The item that requires the most attention is related to the ‘... succession plan should the president depart.’ The two items that received the highest rating are:

1. The Board of Trustees abides by the Open Meeting Laws of Tennessee (5 of 5)
2. Communications to the trustees are timely and effective (5 of 5)

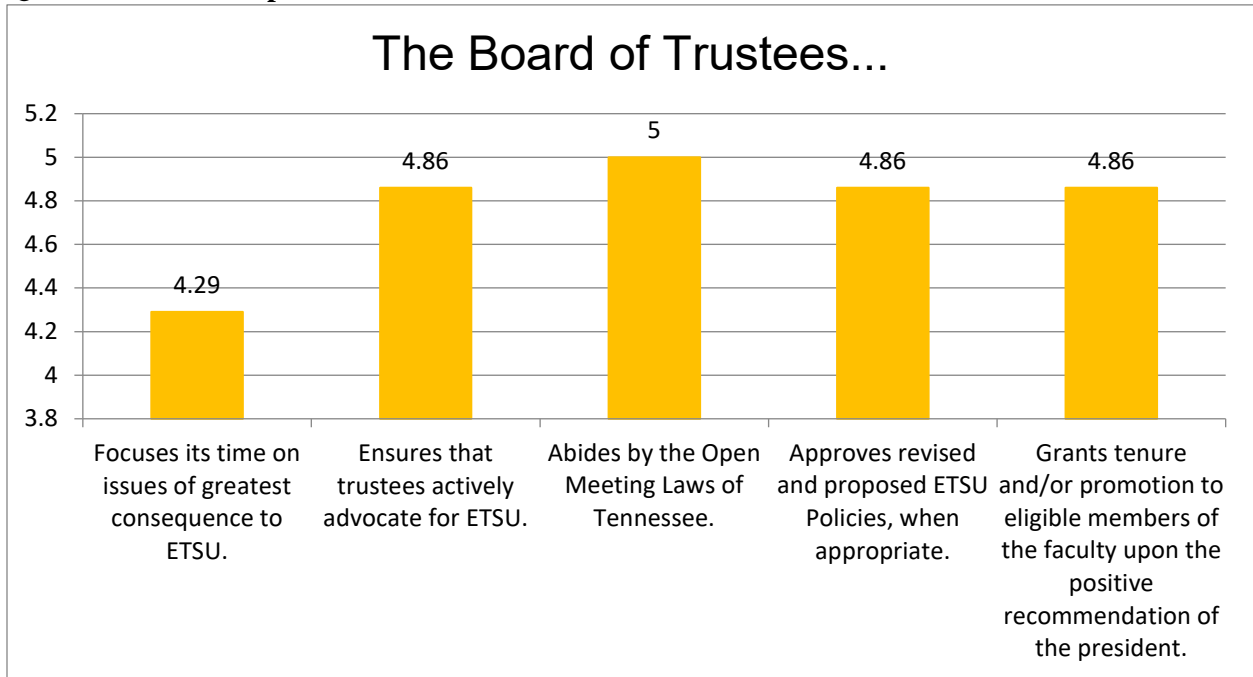
Trustees will be asked to complete the 2021 Self-Evaluation Report in the coming weeks.

Results:

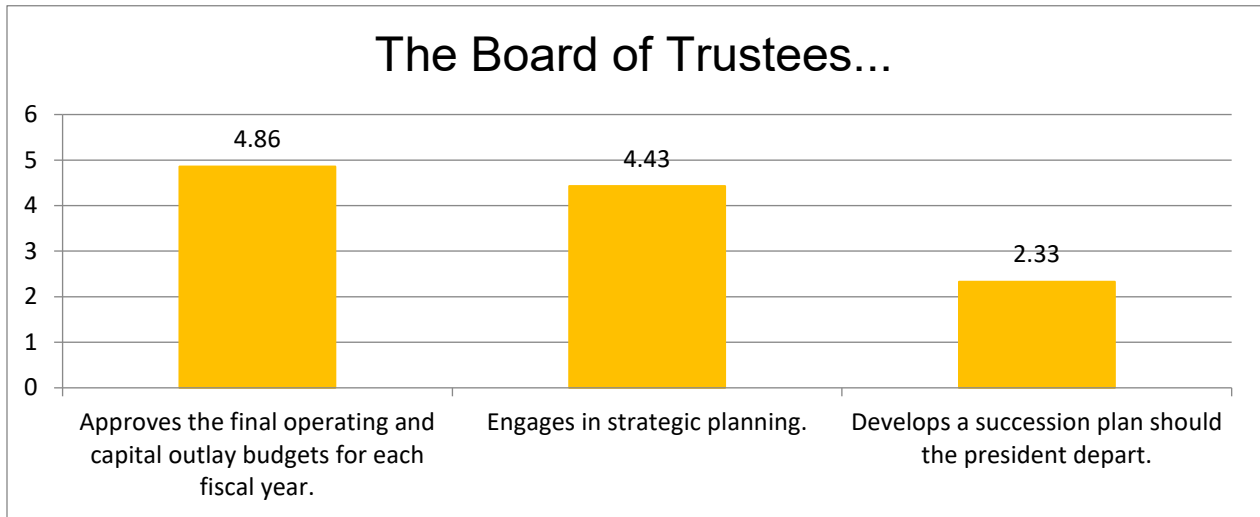
Question 1: Board Function



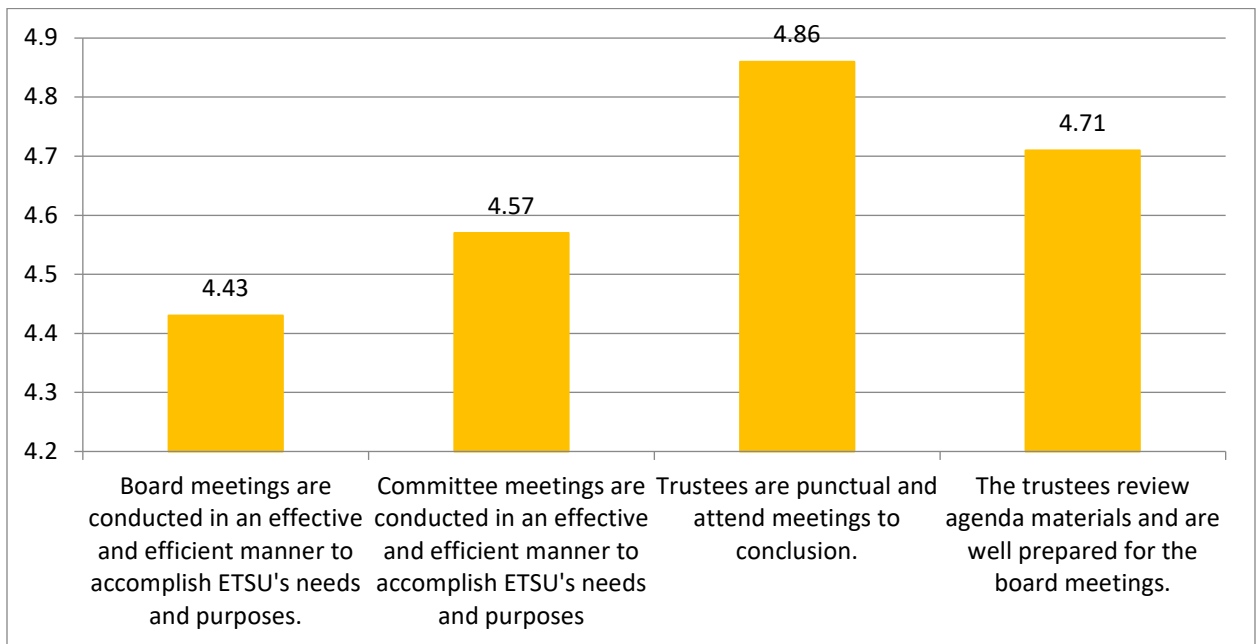
Question 2: Board Operations



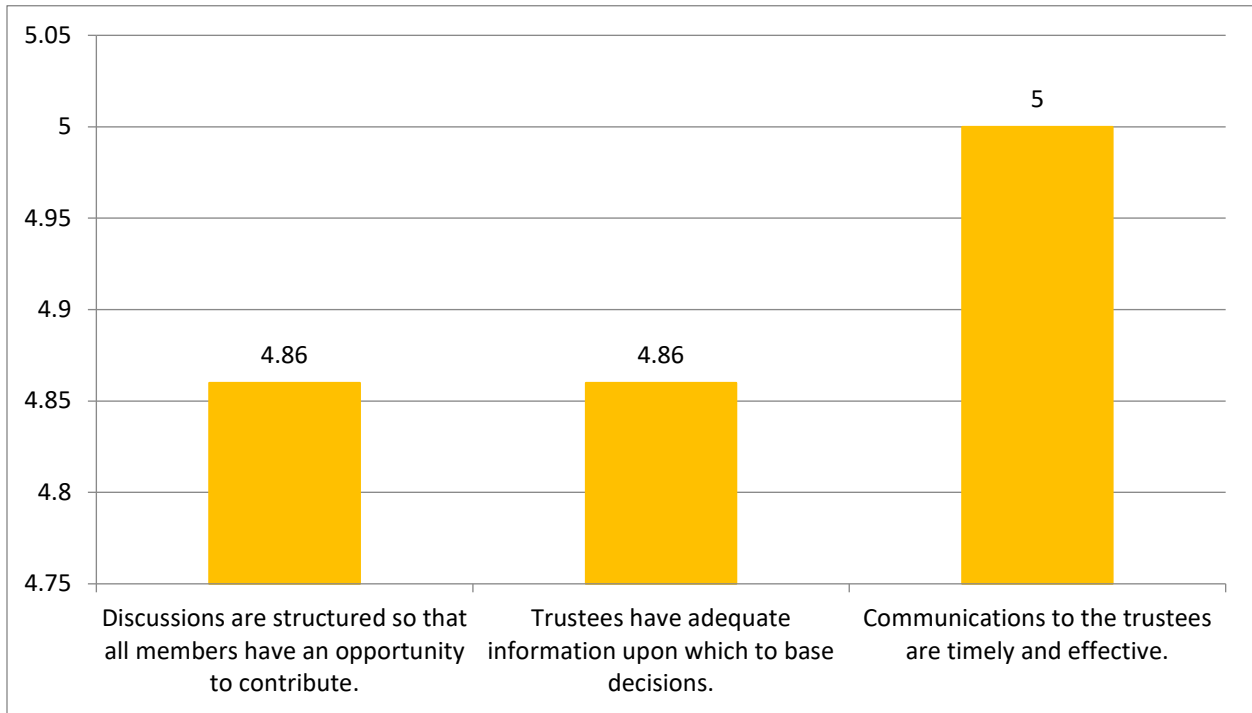
Question 3: Board Role



Question 4: Board Meetings



Question 5: Board Communication



Question 6: What has been your greatest satisfaction or moment of pride as a trustee?

1. Networking with the Board, the Administration, the Faculty, as well as our President, Dr. Brian Noland to produce a well-educated, quality student that walks across the stage at graduation.
2. When Dr. Noland remained at ETSU, it was clear to me that certain board members help him see that his future was tied to ETSU, at least for a while.
3. Having the opportunity to serve and representing ETSU at Events.
4. President Noland electing to remain at ETSU.
5. As a trustee, the greatest satisfaction or moment of pride was when the board approved a proposed reduction in out of state tuition for the QCOM. That moment it was clear to me that as trustees we understand that the university is here to serve a key role in the community and that we will support this entity in fulfilling that role. It shows how the board is engaged in seeing this university and the community that surrounds it prosper.

Question 7: Over the next year, in your role as trustee, how could you better help ETSU achieve its mission?

1. Assist in increasing the 'research arm' of the University.
2. Listen and guide but don't manage, ETSU has a great management team, we should continue to guide.
3. I do think we need to spend time on succession planning for the president and on growing and supporting president Noland.
4. Help the university deliver on the Ballard research collaboration.
5. Push forward the research hospital and collaboration more effectively
6. I could better help ETSU achieve its mission by doing more research to have a better grasp on the topics that are discussed during the meetings. By doing so, I will be able to provide more

meaningful feedback and start more meaningful conversations that will lead to a better-quality output.

Question 8: How can we better prepare new trustees for service?

1. Provide a tour of the main campus and the VA campus upon arrival.
2. It is hard, maybe a meeting where we fill them in on each committees' mission.
3. Trustees in term have established relationships. It would be nice to have opportunities for new trustees to build relationships. "Requiring" attendance at the orientation for new members could be good or scheduling a leadership retreat early and inviting trustees would help new trustees with relationships with senior staff as well as other trustees.
4. Please consider reviewing on-boarding plans with the Executive Committee.
5. It would be beneficial for new trustees to receive some type of scoreboard where it outlines what has been approved in the past, how those items approved relate to the mission of the university, and what is in the process of being presented for approval. This would help the new trustee to understand the current situation of the university and where is it heading in the future.

Question 9: Other comments:

1. I appreciate access to staff as needed. Would like more time with Board members.

Question 10: If you have additional comments please upload a PDF or Word file here.

1. No responses received.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2021
ITEM: Public Records Rule
RECOMMENDED ACTION: Approve (Roll Call Vote)
PRESENTED BY: Mark Fulks
University Counsel

Pursuant to TCA 10-7-503, ETSU is required to make public records available during business hours to any citizen of the State of Tennessee, unless an exception exists by law. In addition, ETSU is permitted to charge reproduction costs in specific instances.

The ETSU Public Records Rule proscribes the process that will govern public records requests, designates a Public Records Request Coordinator and provides that requests for student records should be directed to the Registrar. It also outlines the fee schedule for reproduction requests. In addition, it states the Public Records Request Coordinator should consult with the Office of University Counsel with regard to legal issues of any records request.

The public rulemaking hearing for ETSU's Public Records Rule 0240-06-05 was held on Tuesday, February 2, 2021 via Zoom pursuant to TCA 4-5-202. As required, the rule was posted on the Secretary of State website and on the ETSU University Counsel website starting December 10, 2020. Members of the public were able to submit their questions or comments via email prior to the meeting or to join the Zoom meeting and ask questions.

A summary of the rule was presented at the hearing by Dr. Mark Fulks, University Counsel. No questions or comments were received via email prior to the meeting. The only comments made during the public hearing were recommendations by staff to clarify language with regard to the process and titles used in the rule to avoid any potential issues in the future as outlined below. A redline version of the changes incorporated based on staff's comments is included in the materials

1. **Comment #1 from Staff:** The rule as drafted cites to a specific individual as the records custodian. If this individual changes positions or leaves the university, we would be required to amend the rule. In light of this, we recommend that a general term be used [Public Records Request Coordinator] and that the definition of this term not include specific names of current employees [e.g. The individual or individuals designated by ETSU's President to ensure public records requests are routed to the appropriate records custodian and are fulfilled in accordance with this rule].
2. **Comment #2 from Staff:** The rule indicates that the individual who coordinates the records response will consult with the Office of University Counsel with regard to any legal questions related to a public records request.

Chapter Number	Chapter Title
0240-06-05	Public Records
Rule Number	Rule Title
0240-06-05-.01	Purpose and Scope of Authority
0240-06-05-.02	Definitions
0240-06-05-.03	General Accessibility of Public Records
0240-06-05-.04	Requesting Access to Public Records
0240-06-05-.05	Responding to Public Records Requests
0240-06-05-.06	Fees and Charges for Public Records; Procedures for Billing and Payment
0240-06-05-.07	Confidentiality Exceptions

Rules
 Of
 East Tennessee State University, Johnson City
 Chapter 0240-06-05
 Public Records

New

Table of Contents is added to Chapter 0240-06-05 Public Records and shall read as follows:

Table of Contents

0240-06-05-.01	Purpose and Scope of Authority
0240-06-05-.02	Definitions
0240-06-05-.03	General Accessibility of Public Records
0240-06-05-.04	Requesting Access to Public Records
0240-06-05-.05	Responding to Public Records Requests
0240-06-05-.06	Fees and Charges for Public Records; Procedures for Billing and Payment
0240-06-05-.07	Confidentiality Exceptions

0240-06-05-.01 Purpose and Scope of Authority is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.01 Purpose and Scope of Authority.

- (1) This rule is promulgated to provide economical and efficient access to public records as provided under the Tennessee Public Records Act.

Authority: T.C.A. §§ 10-7-503, et seq.; and 49-8-101.

0240-06-05-.02 Definitions is added to Chapter 0240-06-05 Public Records and shall read as follows: 0240-06-05-.02 Definitions.

- (1) East Tennessee State University or ETSU or University - The campuses, centers, units, and institutes of East Tennessee State University and their constituent parts governed by the East Tennessee State University Board of Trustees and administration. Neither East Tennessee State University, ETSU, or University means the East Tennessee State University Foundation, Inc.; the East Tennessee State University Research Foundation;

or the Medical Education Assistance Corporation.

(2) FERPA- The Family Educational Rights and Privacy Act, codified in 20 U.S.C. § 1232(g).

(3) Public Record - All documents, papers, letters, maps, books, photographs, microfilms, electronic data processing files and output, films, sound recordings, or other material, regardless of physical form or characteristics, made or received pursuant to law or ordinance or in connection with the transaction of official business by any governmental agency.

(4) Public Records Request Coordinator – The individual or individuals designated by ETSU's President to ensure public records requests are routed to the appropriate records custodian and are fulfilled in accordance with this rule. The Public Records Request Coordinator may also be a records custodian.

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(4)(5) Records Custodian - The office, official or employee lawfully responsible for the direct custody and care of a public record. The records custodian is not necessarily the original preparer or receiver of the public record.

(5)(6) Requestor -A person seeking access to a public record whether it is for inspection or duplication.

(6)

Tennessee Public Records Act or TPRA- The state law codified in T.C.A. §§ 10-7-501 et seq

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Authority: T.C.A. §§ 10-7-503, et seq.; 49-8-101.; and 20 U.S.C. § 1232(g).

0240-06-05-.03 General Accessibility of Public Records is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.03 General Accessibility of Public Records.

- (1) All ETSU public records shall, at all times during business hours, be open for personal inspection by any citizen of Tennessee, and those in charge of the public records shall not refuse such right of inspection to any citizen, unless otherwise provided by state law. Accordingly, the public records of ETSU are presumed open for inspection during the regular hours of ETSU unless otherwise provided bylaw.

Authority: T.C.A. § 10-7-503.

0240-06-05-.04 Requesting Access to Public Records is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.04 Requesting Access to Public Records.

- (1) Public records requests must be made to the [Public Records Request Coordinator](#) ~~appropriate Records Custodian~~ to ensure that public records requests are routed and fulfilled in a timely manner. [ETSU will publish the name, telephone number, email address, and office location of the Public Records Request Coordinator on the ETSU policies website.](#)
- ~~(2)~~ ~~ETSU's Records Custodian is the University Relations Office, Attn: Executive Assistant to the President for University Relations, 300 Burgin Dosssett Hall, Johnson City, Tennessee 37614. (P): 423-439-4317. (F): 423-439-5710. Requests specific to student records should be submitted to ETSU's Registrar's Office, Attn: University Registrar, 102-A Burgin Dosssett Hall, PO Box 70561, Johnson City, TN 37614. (P): 423-439-6744. (F): 423-439-6604.~~
- ~~(3)~~(2) Requests for inspection or copies may be made orally or in writing using the Public Records Request Form, located on ETSU's policies website. Requests for inspection may be made in person or by mail, phone, fax, or email to the [Public Records Request Coordinator Records Custodian](#).
- ~~(4)~~(3) Proof of Tennessee citizenship by presentation of a valid Tennessee driver's license or alternative acceptable form of ID is required as a condition to inspect or receive copies of public records.

Authority: T.C.A. §§ 10-7-503, et seq.; 10-7-506(a).

0240-06-05-.05 Responding to Public Records Requests is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.05 Responding to Public Records Requests.

- (1) The [Public Records Request Coordinator](#)~~Records Custodian~~ must review public records requests, [consult with the Office of University Counsel as needed](#), and make an initial determination of whether:
 - (a) The requester has presented proof of Tennessee citizenship;
 - (b) The requester described the public records requested with sufficient specificity to identify the public records requested; and

- (c) The University is the custodian of the requested public records.
- (2) The ~~Public Records Request Coordinator~~~~Records-Custodian~~ must acknowledge receipt of the request_ and take any of the following action(s) within seven business days from the University's receipt of the request:
 - (a) Contact the records custodian and make the public records available to the requester;
 - (b) Deny the request in writing, providing the appropriate grounds for denial; or
 - (c) Send the requester a completed Public Records Request Response Form stating the time reasonably necessary to produce the public records.
- (3) The TPRA does not require the University to sort through files to compile information or to create or recreate a record that does not exist.
- (4) If a public record contains confidential information or information that is not open for public inspection, the ~~Public Records Request Coordinator~~~~Records-Custodian~~ must prepare a redacted copy prior to providing access.
 - (a) The ~~Public Records Request Coordinator~~ ~~Records-Custodian~~ should consult with the Office of University Counsel if questions arise concerning redaction.
 - (b) The ~~Public Records Request Coordinator~~ ~~Records-Custodian~~ should provide the requestor with the basis for redaction whenever a redacted record is provided. The basis given for redaction must be general in nature and not disclose confidential information.
- (5) Public Records that are not delivered electronically or in-person will be delivered via USPS First Class Mail. The requestor is responsible for any postage costs associated with fulfilling the request.

(5) Authority: T.C.A. §§ 10-7-503, et seq.; 10-7-504; 10-7-506(a).

0240-06-05-.06 Fees and Charges for Public Records; Procedures for Billing and Payment is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.06 Fees and Charges for Public Records; Procedures for Billing and Payment

- (1) There is no charge for inspection of public records .
- (2) No charges will be assessed for copies and duplicates unless the production costs exceed five dollars (\$5).
- (3) ~~The Public Records Request Coordinator~~ ~~ETSU's Records-Custodian~~ must provide a requestor requestors with an itemized estimate of charges exceeding fifty dollars (\$50) prior to producing copies of public records and may require pre-payment of such charges before producing requested public records.
- (4) Fees and charges for copies are:
 - (a) \$0.15 per page for 8 ½" x 11" and 8 ½" x 14" black and white copies. ETSU will waive fees associated with requests for public records that are fewer than 30 pages of black and white copies.
 - (b) \$0.50 per page for 8 ½" x 11" and 8 ½" x 14" color copies. The fee for color copies will not be waived.

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- (c) The charge for a double-sided (duplex) copy is the same as the charge for two one-sided copies.
- (d) If a copy of a public record is produced on a medium other than for 8 ½" x 11" and 8 ½" x 14" paper, the [Public Records Request Coordinator/Records Custodian](#) may assess a copy charge equal to the actual cost of producing a copy of the public record, considering the amount of materials, equipment costs, and the cost of the alternative medium.

- (e) ETSU is not obligated to provide electronic copies of the requested public records when the requested public records are not maintained electronically.
 - (f) ETSU may charge the actual costs for flash drives or similar storage devices on which electronic copies are provided.
- (5) ETSU may charge the requestor the hourly wage of the employee(s) reasonably necessary to produce the requested public records above the labor threshold.
- (a) The "labor threshold" is the labor of the employee(s) reasonably necessary to produce requested public records for the first hour incurred by ETSU in producing the public records. "Labor" means the employee time reasonably necessary to produce the requested public records and includes the time spent locating, retrieving, reviewing, redacting, and reproducing the public records.
 - (b) In calculating the labor costs to be charged to the requestor:
 - 1. First, determine the number of hours each employee spent producing the requested public records.
 - 2. Second, subtract the one-hour labor threshold from the number of hours the highest paid employee spent producing the request.
 - 3. Third, multiply the total number of hours to be charged for the labor of each employee by that employee's hourly wage.
 - 4. Fourth, add together the totals for all the employees involved in the request to determine the total amount of the labor costs to be charged to the requestor.
 - (c) Labor costs should be tracked based on tenths of an hour, rounded down.
 - (d) Combined labor charges may be assessed for multiple requests from the same requestor that are submitted within a 30-day period.
- (6) ETSU has discretion to determine how payment for fees and costs should be made and whether advanced payment is required.

Authority: T.C.A. §§ 10-7-503, et seq.; 10-7-506(a).

0240-06-05-.07 Confidentiality Exceptions is added to Chapter 0240-06-05 Public Records and shall read as follows:

0240-06-05-.07 Confidentiality Exceptions

- (1) Exceptions to the right to inspect or copy public records include, without limitation:
 - (a) Records made confidential by the TPRA or by other state law; and
 - (b) Records ETSU is required to keep confidential by federal statute or regulation as a condition for receipt of federal funds or for participation in a federally funded program.

Authority: T.C.A. §§ 10-7-503, et seq.; 10-7-506(a).

I certify that the information included in this filing is an accurate and complete representation of the intent and scope of rulemaking proposed by the agency.

Date: _____

Signature: _____

Name of Officer: _____

Title of Officer: _____

Department of State Use Only

Filed with the Department of State on: _____

Tre Hargett
Secretary of State

Public Records Rule



EAST TENNESSEE STATE
UNIVERSITY

Purpose of the Rule

- The ETSU Public Records Rule proscribes the process that will govern public records requests, designates the Public Records Request Coordinator for the university, and if applicable, outlines the reproduction costs.



Applicable Law

- TCA 10-7-503 requires that public records be available during business hours to any citizen of the State of Tennessee, unless an exception exists by law.
- In addition, reproduction costs may be charged in specific instances.



Summary of 0240-06-05 Public Records Rule

- Section 0240-06-05-.01 states the purpose of this rule is to provide economical and efficient access to public records as provided under the Tennessee Public Records Act.
- Section 0240-06-05-.02 provides definitions to key terms referenced in the rule.



Summary of Rule (Cont.)

- Section 0240-06-05-.03 provides that all ETSU records will be available during business hours for inspection by any Tennessee citizen, unless an exception is provided by law.
- Section 0240-06-05-.04 directs request to the Public Records Request Coordinator
 - Requests to inspect or make copies may be made orally or in writing (Records Request Form).
 - Proof of Tennessee Citizenship must be provided.
 - Directs requests for student records to the Registrar.



Summary of Rule (Cont.)

- Section 0240-06-05-.05 provides the process for reviewing and making determinations with regard to records requests and the requirement to consult with University Counsel with regard to legal questions.
- Section 0240-06-05-.06 states the schedule for reproduction costs and process for billing.
- Section 0240-06-05-.07 provides that exceptions to inspect or copy public records included certain confidential exceptions and as proscribed by law.



Public Comments

- On Tuesday, February 2, 2021, a public hearing on the rule was held via Zoom.
- Comments/Questions received and staff responses can be found in the materials for this meeting.



Questions?



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: COVID-19 Response of the Center for Teaching Excellence and Information Technology Services

PRESENTED BY: Amy Johnson
Associate Provost for Faculty and
Director of the Center for Teaching Excellence

Karen King
Chief Information Officer

Dr. Amy Johnson will provide an overview of the activities and resources developed to support instructional excellence during the COVID-19 pandemic. The Center for Teaching Excellence (CTE) developed new programming and services and modified existing workshops and activities to support faculty who moved rapidly to remote instructional delivery methodologies. While the teaching environment became more challenging during the spring 2020 term, that environment was further challenged by the social unrest that emerged during the summer of 2020. The CTE provided resources that supported the dual crisis of teaching during the pandemic and responding to the social strife within the country. CTE faculty and staff have worked with more than 266 faculty since the pandemic emerged in March 2020, providing more than 1950 professional development hours to ETSU faculty working diligently to preserve a high-quality learning experience for ETSU students.

The Division of Information Technology Services provided critical resources to support the rapid change in the higher education environment in response to COVID-19. In an expedited framework of operations, OIT staff created a range of structures and services to support the university as it transitioned to a remote work environment. Dr. Karen King will present information related to enhancements in infrastructure, equipment upgrades, classroom modifications, software, and services to support students, faculty and staff.

COVID-19 Response

Center for Teaching Excellence

February 19, 2021



New Programs & Services - CTE

- Virtual Office Hours
- Individual Consultations
- Pedagogy Preppers
- Course Innovation Camp



New Programs & Services - CTE

- Active & Collaborative Learning Series (QCOM)
- Hyflex Flip
- MicroCHIIPs
- Accessibility for the Remote Learning Environment



New Programs & Services

- New Publications
 - Course Management Policies for Teaching during COVID-19
 - Best Practices in Remote Teaching
 - Being a Successful Online Student Video
- Adoption of Labster





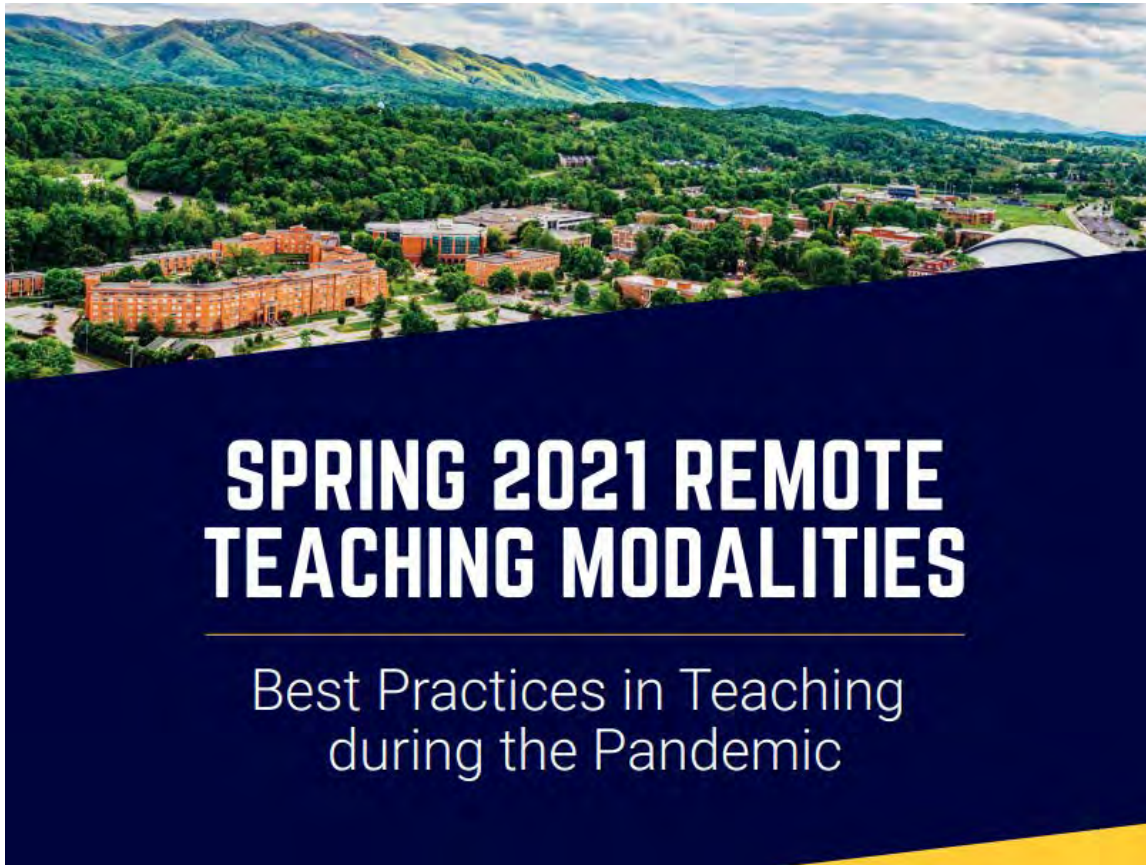
COURSE MANAGEMENT FOR TEACHING DURING COVID-19

We know you are all thinking about how teaching during the pandemic will affect your course planning, delivery, and structure. Course policies are an important part of that consideration. We hope this provides some helpful advice around key issues.



Published August 2020

Attendance, Face Coverings, Academic Misconduct, etc.



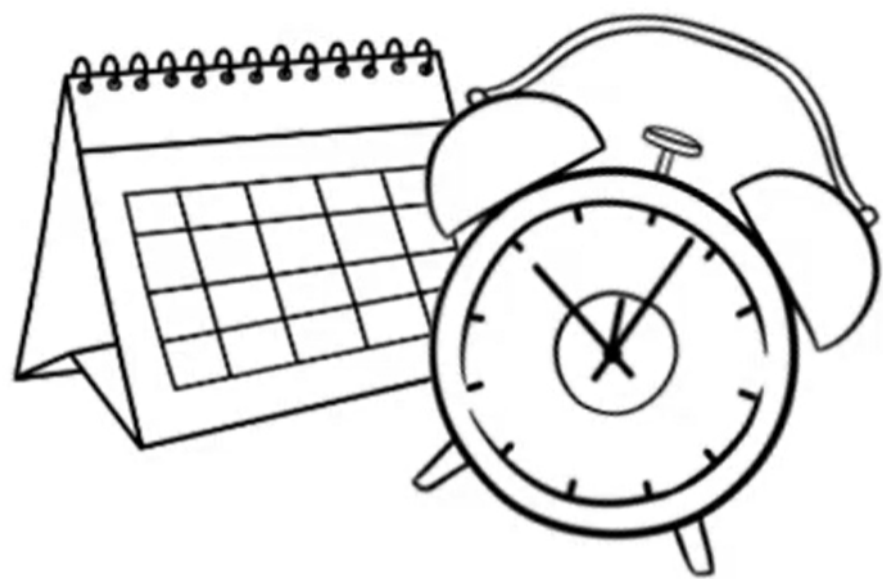
SPRING 2021 REMOTE TEACHING MODALITIES

Best Practices in Teaching
during the Pandemic

Developed by Faculty

On-ground Required, On-ground with Remote Options, Online
Asynchronous, Online Synchronous





Plan at least three to 5 hours for each course each week to work on course assignments, watch lectures, and complete other tasks.

3 minutes of tips

Eliminate Distractions, plan, connect with others, etc.

Modified Programs

- 4 Teaching Essentials
 - Respect for Students as People & Learners
 - Building a Community of Learners
 - Active & Collaborative Learning
 - Feedback Early & Often
- IPE Faculty Development
- Ted Talk Lunch & Learns



Modified Programs

- Faculty Learning Communities
 - Year of Vision
 - SoTL
- Conference for High Impact Instructional Practices
- IPE Faculty Development
- Tip of the Week



Modified Programs

- Team Teaching in a Virtual Environment
- Oral Communications in the Remote Environment
- New Faculty Orientation
- Traditional faculty book clubs
- Cheating Works: Strategies for Encouraging an Honest Culture
- Time Management for Faculty Success



Equity & Inclusion Resources

- Faculty Book Clubs
 - How to Be an Antiracist
 - Black Man in a White Coat
 - White Fragility
- Responding to Racism Near and Far – Electronic Resources
- Creating Culturally Inclusive Classrooms



Equity & Inclusion Resources

- 21 Day Antiracism Challenges
 - Faculty
 - Students
- Pop – n –Doc Series
- Empathy, Grace & Equity Series – 2 part series for Quillen College of Medicine



By the Numbers

- >266 faculty
- >1950 professional development hours
- >70 super users (3+)
- >28 mega users (5+)



What changed?

- I set up my classes into modules based on objectives.
- I instituted virtual coffee breaks with my students.
- I made zoom time only active learning tasks, discussions, etc.
- I used more Socratic questioning, made good use of breakout rooms, created interactive videos



What changed?

- I started creating my weekly emails to students as Piktochart infographics which makes them a little more eye-catching and visually appealing.
- I'm using Google docs to monitor my students' work during synchronous instruction.



What changed?

- I'm using more video content for asynchronous instruction.
- I've tried to make sure to authentically engage in getting to know students' daily lives and preferences.
- I started sharing my cell phone number with students



What changed?

- Chat-based class meetings, online group projects, check-in quizzes
- I utilize 4 computers and 5 webcams located in my office and classroom while teaching.
- I scheduled one-on-one meetings with my students via zoom.



What changed?

- Breaking up projects into even smaller chunks than before.
- Flexibility with assignment dates
- Coming to zoom class early and staying late
- Offer supplemental instruction sessions via zoom each week (25-30% participation rate)



Student Voices





INFORMATION TECHNOLOGY SERVICES

EAST TENNESSEE STATE UNIVERSITY

ITS Response to COVID-19

Infrastructure

Equipment Upgrades

Classroom Modifications

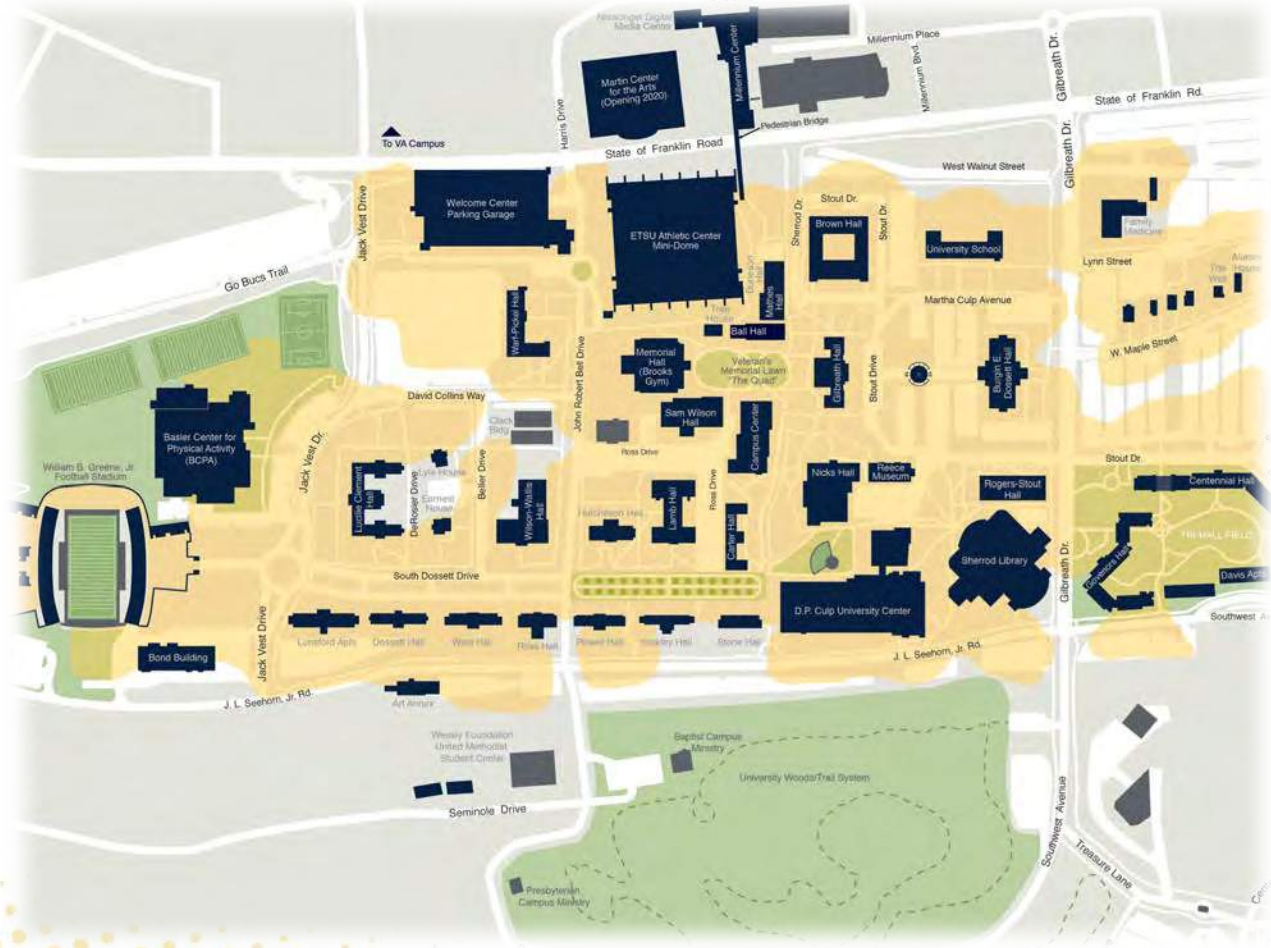
Software

Services



Outdoor WiFi

Additional 145 access points
Total outdoor > 200
Eduroam
Anyroam



Indoor WiFi

Upgrade to all controllers and switches

Support 1GB connectivity to AP

Review coverage for additional AP deployment

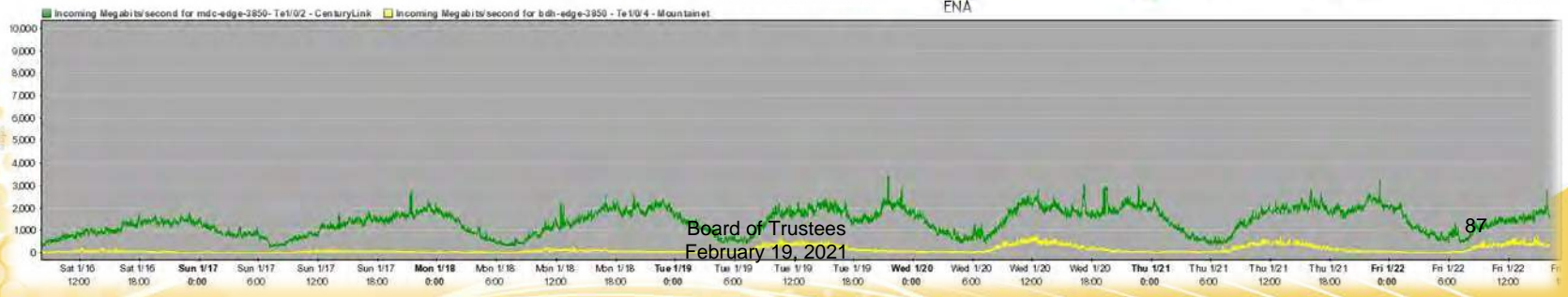
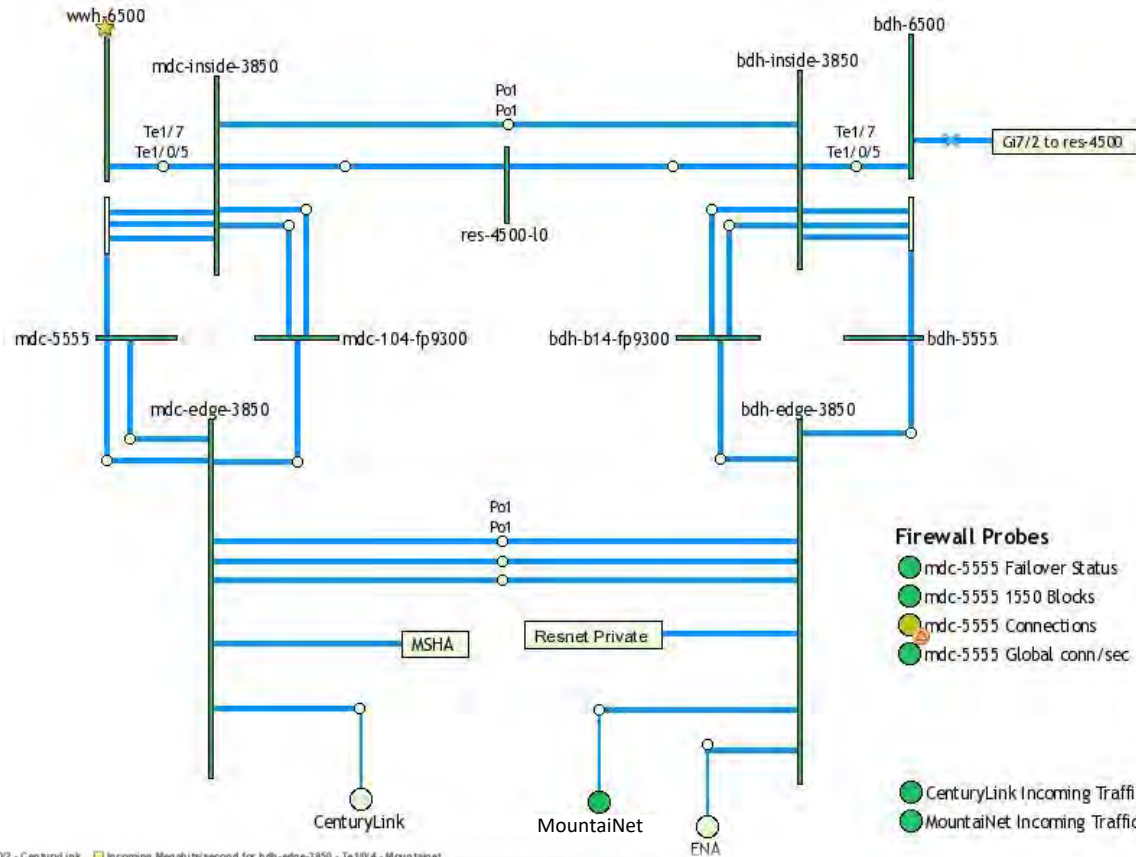


VoIP Upgrade

Cisco Jabber
Consistent User Experience Across Multiple Platforms



Connectivity



Zoom/Panopto

- Decision to change from WebEx to Zoom prior to COVID
 - Initial Storage of 8TB at capacity
 - Purchased additional 6TB
 - Currently used 81% of 14TB



Move from Tegrity to Panopto

- Unlimited Storage
- Zoom recordings will be moving to Panopto platform
- All videos closed captioned
- Zoom/Panopto integration enables automatic video migration
- *Live Closed Captions*



Classroom Conversion

ITV Conversion to Synchronous



Classroom Renovation

Added 100 Cameras
Microphones in all classrooms
All Classrooms Zoom and Lecture Capture ready



Equipment

Laptops
Hotspots
Webcams
Headsets



Services and Support

March 2020 – January 2021

25,558

Tickets



Help with VPN and Remote Desktop

100

Workshop Topics

18,000

Resources Accessed



Hardware and Support



zoom

Web Conferencing



Helpful Information About Chromebooks



D2L Resources



Processes and Services



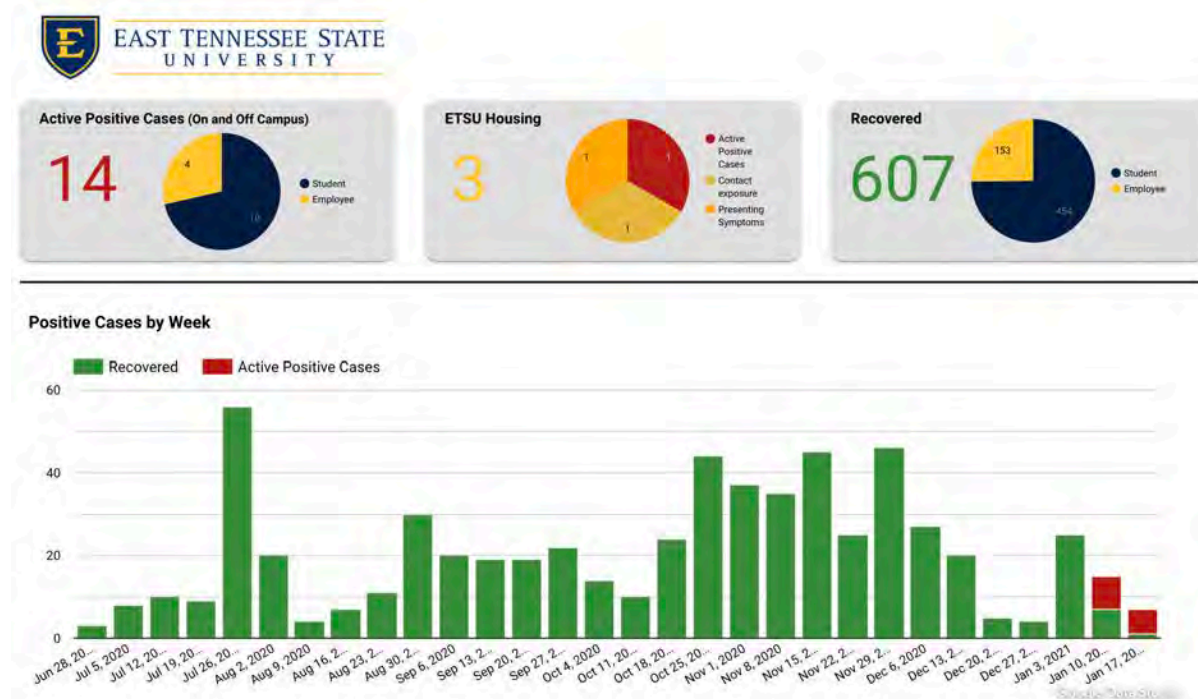
Services and Support

Workshops and guides on technologies and use cases

Remote learning assistance with recorded seminars and guides

Workshops for those new to remote technology tools

Collaboration with CTE, COVID dashboards (ETSU & UH), and accessible syllabus template



Services and Support

{Accelerated} Course Development

More than 650 views since May

Created specifically for instructors moving an on ground course to remote delivery quickly

“ You don't have to reinvent the wheel, just attach it to a new wagon.

Mark McCormack



D2L / Zoom / Panopto / Cameras / Remote Desktop / Remote Instruction /
Exam Security / Flexible Course Delivery / Interactive Content /
Gamify your Online Course / Instructor Presence /
Turn It In / YouTube / Equipment Checkout



AWS AppStream and Remote Lab Connectivity

Virtual Computer Desktop in AWS

Up in 4 days after request for a solution

1300 individual students

- Average use was 700 students per month
- 150 concurrent virtual machines available

Virtual Access to Specific Computer Labs

- Server creation and support
- Discipline specific software



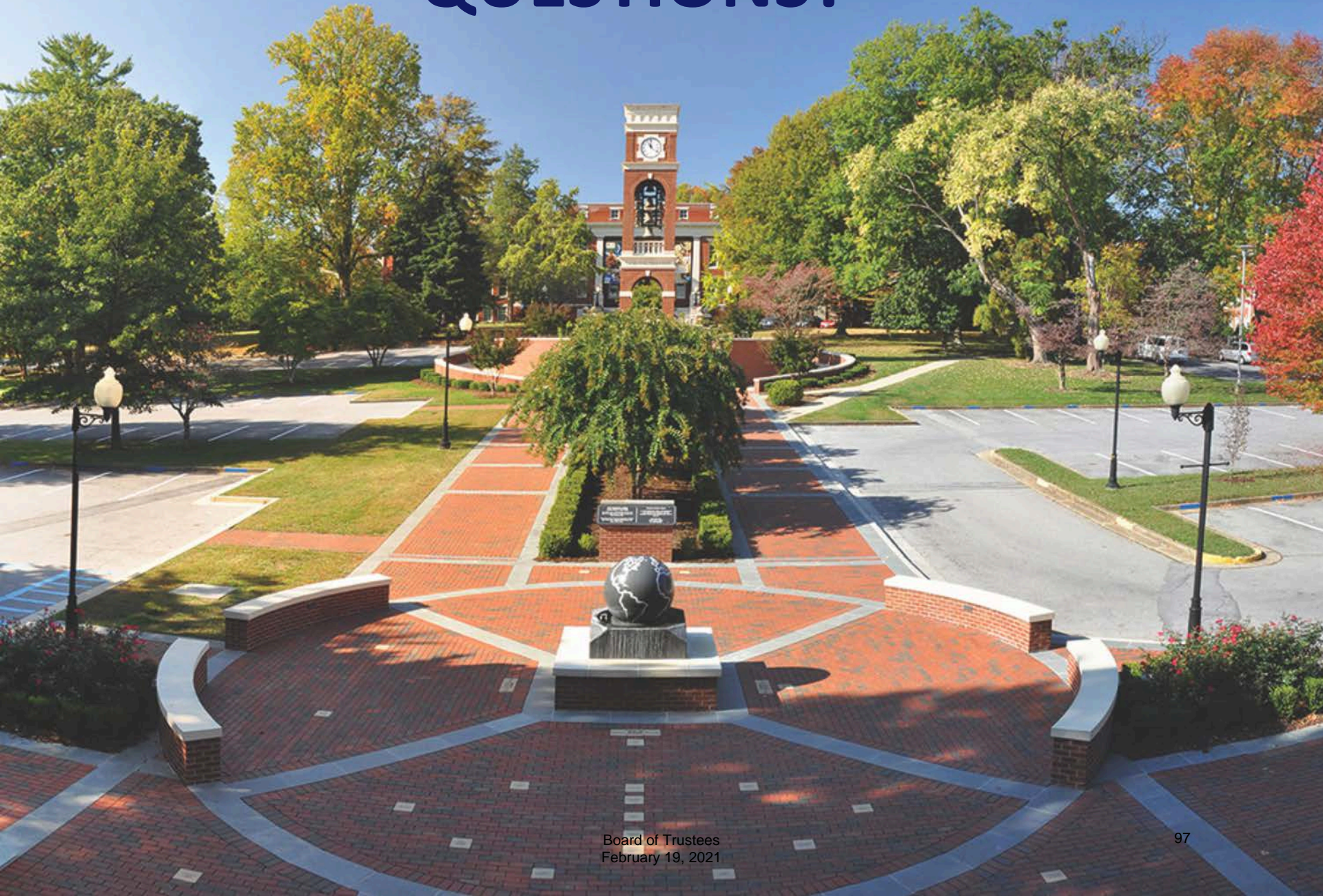
COVID-19 Testing Site



ITS Assistance Included:

Data Jacks
Wireless
Phone Service
Connectivity
Aggressive Timeline

QUESTIONS?



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Supporting Students with Critical Needs

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

Michelle Byrd
Dean of Students

ETSU staff and faculty play a key role in supporting and connecting students with critical needs to the services and resources they need during the pandemic. Success in the classroom is often linked to wellbeing outside of the classroom. In order to fully support students, the Division of Student Life and Enrollment works closely with the staff who manage specific areas of assistance. These include the following:

- Quarantine and isolation support
- Engagement and activities
- Technology assistance
- Food assistance
- Emergency funding
- Mental health services

Dean Byrd will provide an overview of each the services listed above, and relevant data for this unique past year, will be presented.



EAST TENNESSEE STATE
UNIVERSITY

Supporting Students with Critical Needs during the Pandemic

Dr. Joe Sherlin, Vice President, Student Life and Enrollment

Dr. Michelle Byrd, Dean of Students

The Campus Environment: A Unique Year

- Coursework is mostly online (80%)
- Residential density is approximately half of a “normal year” (55%)
- Activities and events are held in a mostly virtual environment
- Most offices are offering virtual appointments
- There are expectations and campus rules regarding safety practices



Ensuring a Safe Campus Community

- Continual focus on safety measures
 - Extensive review of physical buildings and layouts in order to lower density
 - Removal and storage of excess seating from all buildings
 - Expanded and extensive cleaning and sanitation
 - Single bed occupancy in Housing
 - Quick and decisive actions for quarantine and isolation cases
 - Caring for students in quarantine and isolation (meal delivery and checking in via phone and email)
- Communicating expectations and achieving buy-in
 - Regular updates to the community from senior leadership
 - Buc Safety Pledge, Housing agreement update, BUCS are Back webpage updates
- Limited impact from COVID
 - Never more than 50 students in quarantine at any point
 - Limited disruptions



Quarantine and Isolation Support

- Contacting Students
 - Administration staff contacts
 - Phone and email checks through quarantine and isolation times
 - Additional advice and recommendations based on symptoms
 - Contact exposure notifications
- Housing support
 - Communication
 - Moves as needed
 - Coordination of meal delivery with Sodexo
- Dean of Students office support
 - Communication
 - Assistance with academic notifications
 - Connections to resources and support
- Consultation with University Health Center as needed



Engagement Opportunities

- ETSU hosted over 400 virtual and over 100 in person events in fall 2020
- Recorded over 10,000 participants for these events
 - Meet Ups
 - Concerts and comedy
 - Housing check-ins
 - Virtual fitness sessions
 - Fraternity and sorority recruitment
 - Pumpkin Painting
 - Masterpiece Mixers
 - Career services events
 - Disability services events
 - New student orientation
 - Prospective student events
 - Campus tours
 - “Let’s Talk” sessions (drop-in virtual counseling)
 - CPA access with safeguards
 - Student group meetings, including the new SALUTE veteran’s honor society
 - Virtual mentoring
 - Virtual tutoring





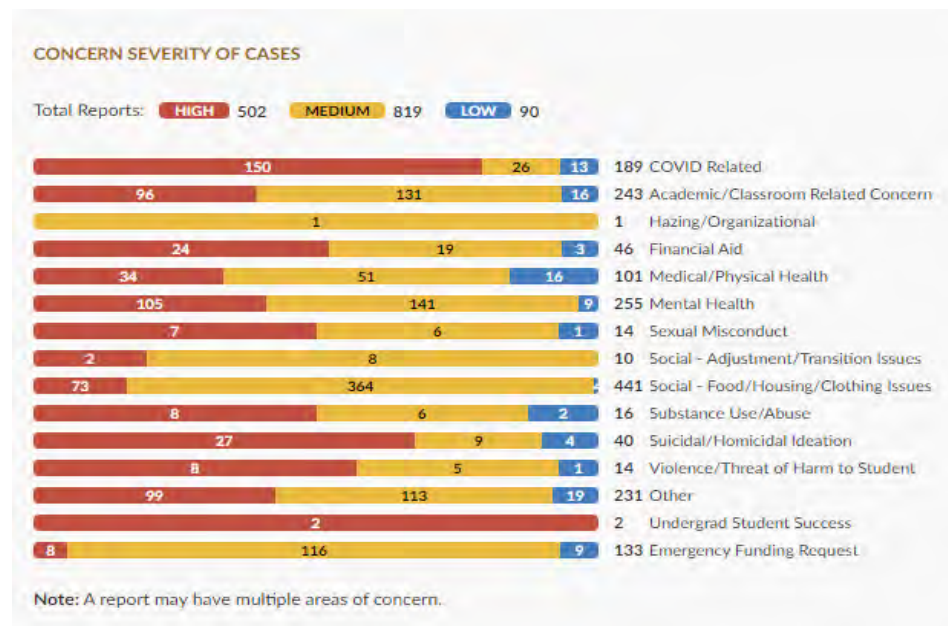
CASE Management

- Dean of Students office
 - Student Life and Enrollment case manager
 - Undergraduate Student Success Specialist
 - Graduate Student Success Specialist
- Connecting students to information and assistance
 - Housing needs (on-campus and off)
 - Mental health service information
 - Ongoing support, advice, encouragement
 - Intervening for substance abuse issues
 - Managing late drops, withdrawals
 - Referrals for food resources
 - Referrals and connections for employment
 - Reviewing emergency funding requests

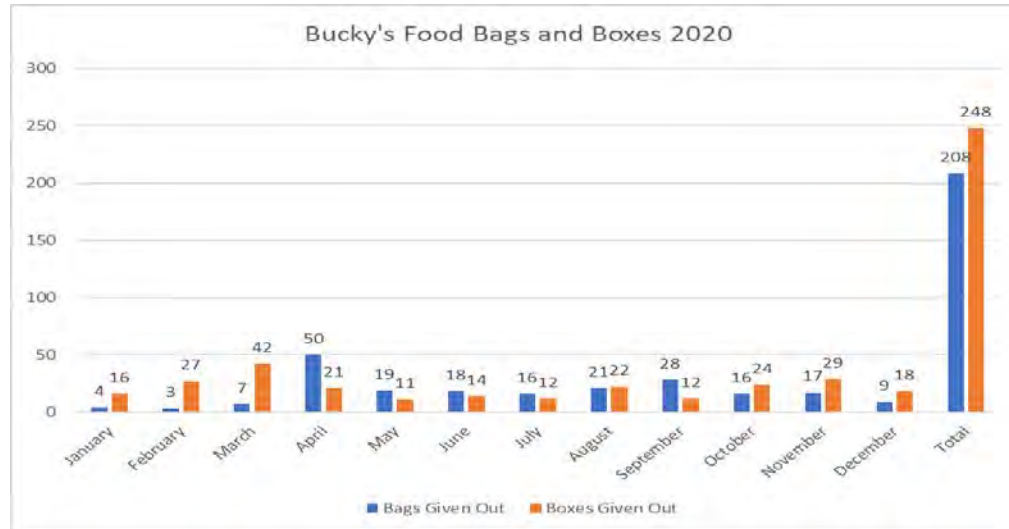


Case Management

- 1411 CARE reports from Jan. 1, 2020- Dec. 31, 2020
- Average approximately 80 active cases at any given time



Food Insecurity



- Usage during 2020: 456 bags and boxes distributed
- Prior year usage:
 - 2019 – 344 bags and boxes distributed
 - 2018 – 333 bags and boxes distributed
- 30% increase during the pandemic
- Future plans:
 - DP Culp distribution location
 - Implement Swipe Out Hunger program
 - Fall 2021
 - 1600 cafeteria donated meal swipes per term

Technology Needs

- Spring 2020: 50 laptops disbursed
 - Ordered 25 additional laptops during summer 2020
- Fall 2020: 75 laptops disbursed
 - Ordered additional 125 laptops
 - Purchased 200 Verizon hotspots
- Spring 2021:
 - Disbursed approximately 100 laptops
 - Disbursed approximately 100 hotspots



Emergency Funding

- Federal CARES grants
 - \$5.5 million earmarked for student distribution
 - Automatic Disbursement in May 2020
 - Ongoing emergency grant distribution since August 2020 (\$195,000 to date to 198 students)
- Buccaneer Student Crisis Funds
 - Awarded \$106,000 to 210 students since May 1, 2020
- Tuition Micro-grants
 - \$2000 tuition awards for one-time circumstances
- Bucs for Books scholarship fund



Mental Health Services

- Counseling Center
 - Individual sessions, group sessions
 - Bucs Press 2
- University Health Center
 - Behavioral healthcare
- Behavioral Health and Wellness Clinic
 - Behavioral healthcare
 - Educational assessments



Counseling Center

- Offering counseling sessions via telehealth/Zoom
- Providing consultation to faculty and staff regarding student mental health concerns
- Prevention and outreach efforts have continued throughout the pandemic
- Stats
 - 2019: 1850 sessions attended
 - 2020: 1379 sessions attended
 - 26 % decrease
- THRIVE Presentations - 9 workshops, 157 students
- Stress GPS presentations - 19 workshops, 199 students
- Active Minds group: 90 participants over 15 weeks



Client Outcomes and Satisfaction

- Students report that they like the accessibility and convenience of telehealth and zoom sessions
- Students are connecting from various locations
- Students who have not traditionally connected in the past, are connecting now

My Original Goals Have Been Addressed.	76.66%
I Feel Understood & Supported By My Counselor	90.00%
Counseling Helps Me Function Better As a Person	83.33%
Counseling Challenges Me to Learn New Things About Myself	90.00%
Because of Counseling, I Have New Strengths	76.67%
Because of Counseling, I Practice New Skills & Habits	86.67%



University Health Center

- Provides mental health services to students
- Family Nurse Practitioners
- Stats
 - Number of sessions in 2019: 237
 - Number of sessions in 2020: 217
 - 8% decrease



Why are we seeing a decrease?

- Residential density is at 50% occupancy-
 - Fewer residential life staff referrals
- 80% of coursework is fully online– many students are in their home communities
 - Fewer faculty referrals
 - Support systems at home
 - Accessing services in home communities
- Zoom fatigue
- Liability insurance limitations
 - Offering referrals to local providers



Forging Ahead

- Resiliency
- Better access to the services and supports we have
- Building and refining new services and supports
- Becoming better



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: Key Performance Indicators and 125 Chapter 2 Update

PRESENTED BY: Brian Noland
President
Mike Hoff
Chief Planning Officer

1. Dr. Mike Hoff will provide an update on the ETSU Board of Trustee approved Key Performance Indicators (KPIs).

- a. Spring enrollment is trending downward, primarily driven by the decrease from fall and a continuation of large graduating classes, decreases in international enrollment, and first-time freshmen. Graduate and Professional enrollment remains strong.
- b. Research and other sponsored activities continue to see gains and are a positive driver of the formula funding increases.
- c. Fundraising activities are strong and current projections indicate that despite the pandemic the overall foundation accounts are performing well.
- d. Student success metrics indicate strong performance and are a driver of positive formula funding outcomes for ETSU. Fall-to-spring retention is lagging to previous years but remains strong irrespective of the COVID-19 pandemic.
- e. Results from the Great Colleges To Work For Survey indicate continued growth in favorability, and the university will continue to focus on employee development and well-being in the coming year.
- f. Overall, despite the challenges with enrollment (a national issue) the university continues to see success in metrics that indicate high quality.

2. Drs. Noland and Hoff will provide an update on the work related to the development of a new strategic vision for ETSU, to include:

- a. Committee for 125 Chapter 1 Retrospective
- b. Calendar for 125 Chapter 2 completion
- c. Taskforce assignments

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2021

ITEM: College of Public Health Spotlight

PRESENTED BY: Randy Wykoff
Dean, College of Public Health

In 2007, the College of Public and Allied Health were restructured to create the College of Public Health and the College of Clinical and Rehabilitative Health Sciences. In October 2009, the College of Public Health became the 43rd accredited college of public health in the country and the first in Tennessee and the first in Central Appalachia. At the time of its initial accreditation, the College was the smallest school of public health in the country (in terms of budget) and was one of only a few not located at a state flagship institution, or at a major private institution. In 2011 (the first year it was eligible for ranking) US News and World Report identified ETSU as one of four schools whose score was too low to report. In order to compete on the national stage, the College developed a comprehensive strategic plan and began a slow and steady process of achieving its vision statement of being: "The school of choice for students who want an exceptional educational experience in a world-class environment."

Since 2008, enrollment in the college has more than doubled, increasing 6.5 percent per year over the past eleven years. Despite reductions in the number of students entering college, nationally and the loss of many of its international students, the College saw a record enrollment in 2021. External funding for research has grown even more rapidly, with almost \$5 million in external funding expended in 2020, and the College is now nationally recognized for its expertise in addiction science, rural health, and women's health. The quality metrics for the college remain strong. Last year, 96 percent of graduates said that they would recommend the College to others, and 99 percent of recent alumni were satisfied or very satisfied with their educational experience. Over the past four years, two thirds of graduates with a BS in Health Sciences were in professional or graduate school within two years of graduation. The College won the 2017 Delta Omega Award for Innovative Curriculum (for Project EARTH and the Niswonger VILLAGE), becoming only the second school to win this national award twice. In 2019, ETSU was ranked by US News and World Report in the top third of all schools and programs of public health in the country. At the start of the Fall semester, the College had 85 faculty and staff and 818 students in five undergraduate degrees, six master's degrees, eight graduate certificates, and three doctoral degrees.

Dr. Wykoff will provide an update on the College of Public Health.



*College of Public Health
Long Term Strategy and Future Directions*

Board of Trustees
February 19, 2020

This Presentation

- **The College of Public Health Strategic Vision:**
 - **Why we developed this vision;**
 - **Why we believe we can achieve this vision;**
 - **What steps we have taken to achieve this vision;**
 - **What outcomes have we seen from these steps;**
 - **What future steps do we believe that we need to take;**
- **Your Questions.**



Our Vision

The ETSU College of Public Health is the school of choice for students who want an exceptional educational experience in a world-class environment.



History of “Public Health” at ETNS/ETSC/ETSU Year Degrees Were First Awarded

- 1935: First minor in Health
- 1958: First degree in Health Education
- 1966: First degree in Environmental Health
- 1967: First degree in Health Science
- 1971: First master degree in Environmental Health
- 1986: First Master of Public Health
- 2009: First Doctor of Public Health
- 2012: First PhD in Environmental Health



History of "Public Health" at ETNS/ETSC/ETSU Year Degrees Were First Awarded



Phyllis H. Bowman
Health and Physical Education



Kimberlee Hall, PhD (alumna)

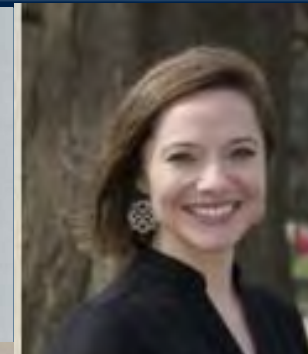


BARBARA GEISLER TELFORD

Health
Interdormitory, '57-'58; Band Majorette, '54-'58;
Alpha Delta Pi, '54-'58; Lambda Chi Alpha "Crescent
Girl," '56-'57; R.O.T.C. Sponsor, '55-'58; Class
Beauty, '53-'57.

Master of Public Health

Richard Wayne Clark Jr.
B.S., Florida State University
Thesis: "Effects of Professional Administrators on the Perceived Morale of Environmental Health Professionals in Florida County Public Health Units"
Pamela Kay Williams Miller
B.S., East Tennessee State University
Peggy Lou Bond Schenk
B.A., Purdue University



Melissa Neal Stein, DrPH (alumna)



La'Shan Taylor, DrPH (alumna)
Epidemic Intelligence Service, Class of 2009

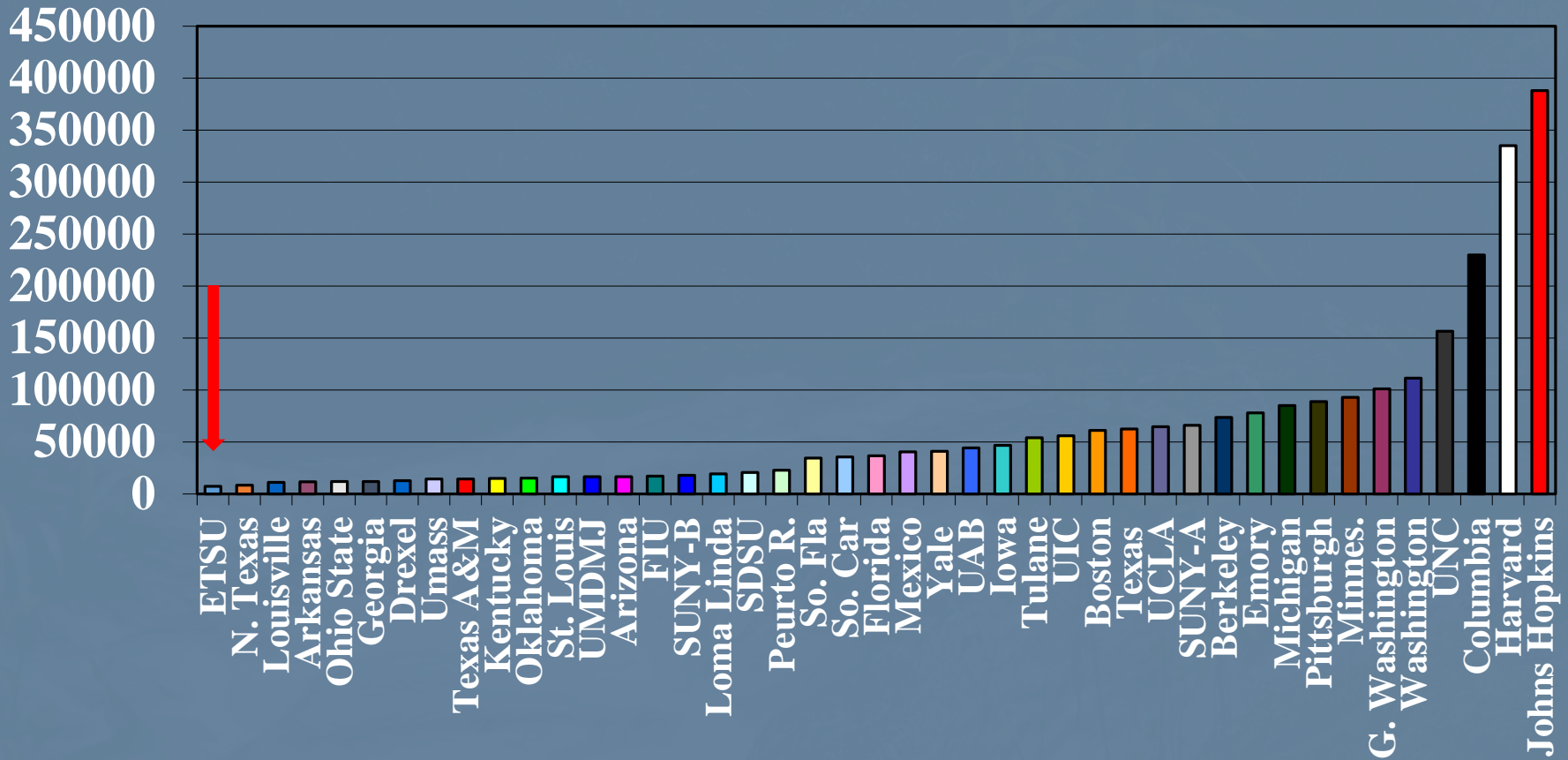


Carolyn Garrard McCracken
B.S., East Tennessee State University

MASTER OF SCIENCE IN ENVIRONMENTAL HEALTH

- | | |
|---|--|
| Robert Thomas Barden
B.S., University of South Carolina | Charles Ray Murdock
B.A., Erskine College |
| Nart Charoenchai
B.S., University of Medicine Science | Narong Nachianmai
B.S., University of Medicine Science |
| Dorman Stahl Conklin, Jr.
B.S., University of Southern Mississippi | Stuart Blair Palfreyman
B.S.E.H., East Tennessee State University |
| James Richard Dunn
B.S., East Tennessee State University | Roger Lewis Phipps
B.S.E.H., East Tennessee State University |
| Thomas Jesse Geisler
B.S., East Tennessee State University | Henry Dan Pickle
B.S., Middle Tennessee State College |
| Ronald Burl Huskey
B.S., East Tennessee State University | David Michael Roberts
B.S., Tennessee Polytechnic Institute |
| Lewey Keith Lee
B.S., Lincoln Memorial University | John Edwin Shanks
B.S.E.H., East Tennessee State University |
| Samuel Hal McNutt
B.S.E.H., East Tennessee State University | Ronald Steven Ulinsky
B.S., East Tennessee State University |
| David Raymond McQueen
B.S., East Tennessee State University | Willie Edward Webb
B.S., East Tennessee State University |
| Andrew Mark McWhorter
B.S., Austin Peay State College | Lee Kent Worthen
B.S., Oregon State University |
| Russell Allen Miller | |

Colleges of Public Health: 2009 (The Year of First Accreditation)



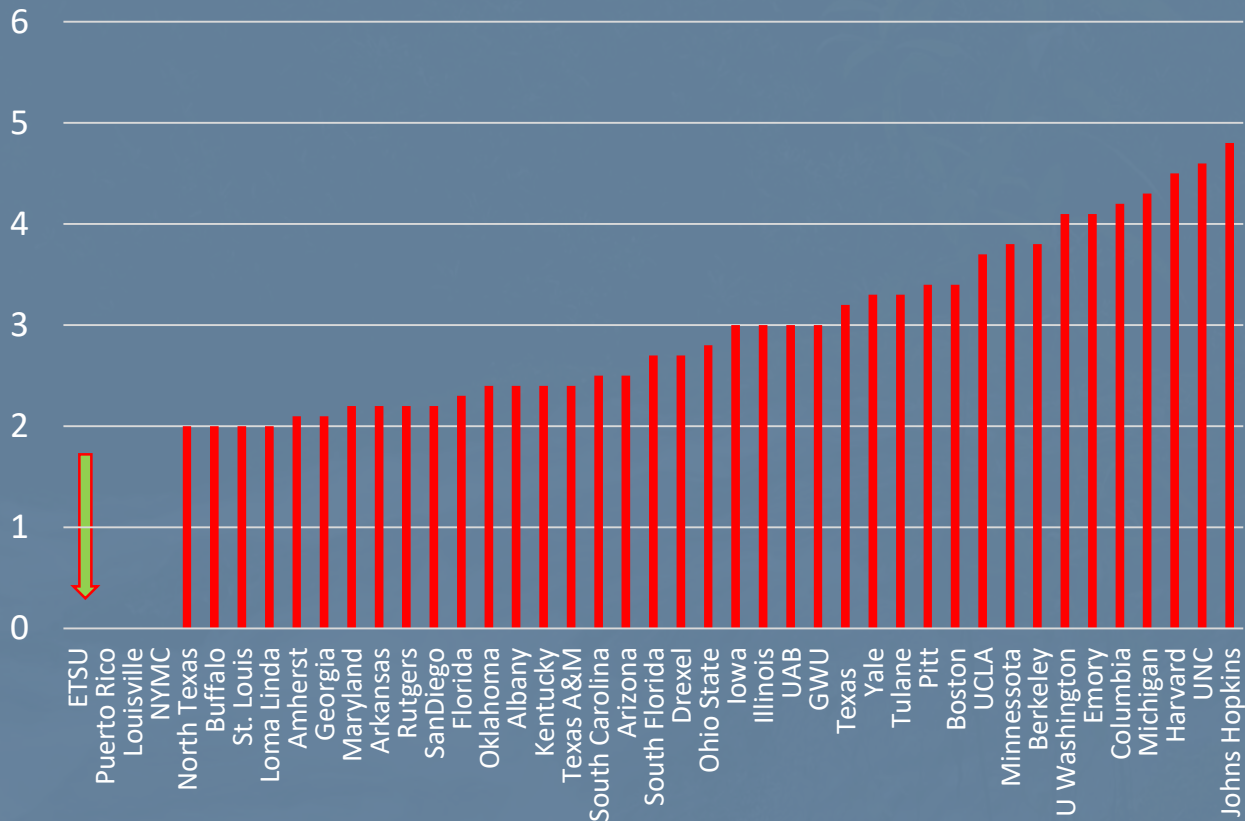
Accredited Schools of Public Health: 2009

Arizona
Arkansas
Berkeley
Boston
Columbia
Drexel
East Tennessee State
Emory
Florida
Florida International
Georgia
George Washington
Harvard

Illinois Chicago
Iowa
Johns Hopkins
Kentucky
Louisville
Massachusetts
Michigan
Minnesota
North Texas
Ohio State
Oklahoma
Pittsburgh
Rutgers (UMDNJ)

San Diego State
South Carolina
South Florida
St. Louis
SUNY-Albany
SUNY-Buffalo
Texas
Texas A&M
Tulane
UAB
UCLA
UNC
Washington
Yale

Colleges of Public Health: By USNWR Ranking 2011 (ETSU Scored but Not Ranked: Below 2.0)



Colleges of Public Health: By USNWR Ranking 2011 (ETSU Scored but Not Ranked: Below 2.0)

<input type="checkbox"/>	#34	University of Georgia	2.1
<input type="checkbox"/>	#34	University of Massachusetts--Amherst Amherst, MA	2.1
<input type="checkbox"/>	#36	Loma Linda University Loma Linda, CA	2.0
<input type="checkbox"/>	#36	St. Louis University St. Louis, MO	2.0
<input type="checkbox"/>	#36	University at Buffalo--SUNY	2.0
<input type="checkbox"/>	#36	University of North Texas Health Science Center Fort Worth, TX	2.0
<input type="checkbox"/>	Rank Not Published	East Tennessee State University	N/A
<input type="checkbox"/>	Rank Not Published	New York Medical College Valhalla, NY	N/A
<input type="checkbox"/>	Rank Not Published	University of Louisville	N/A
<input type="checkbox"/>	Rank Not Published	University of Puerto Rico San Juan, PR	N/A

As of 2009 (and 2011)

We were:

The newest school of public health in the country;
The smallest school of public health in the country;
The least well-known school of public health in the country;
One of four least well-regarded schools of public health in the country

But we realized that we had to compete with Harvard, Johns Hopkins,
Columbia, Yale, Emory, Tulane and 37 other schools. . . .
. . .for faculty, students, grants and philanthropic support

Two Pretty Significant Headwinds. . .

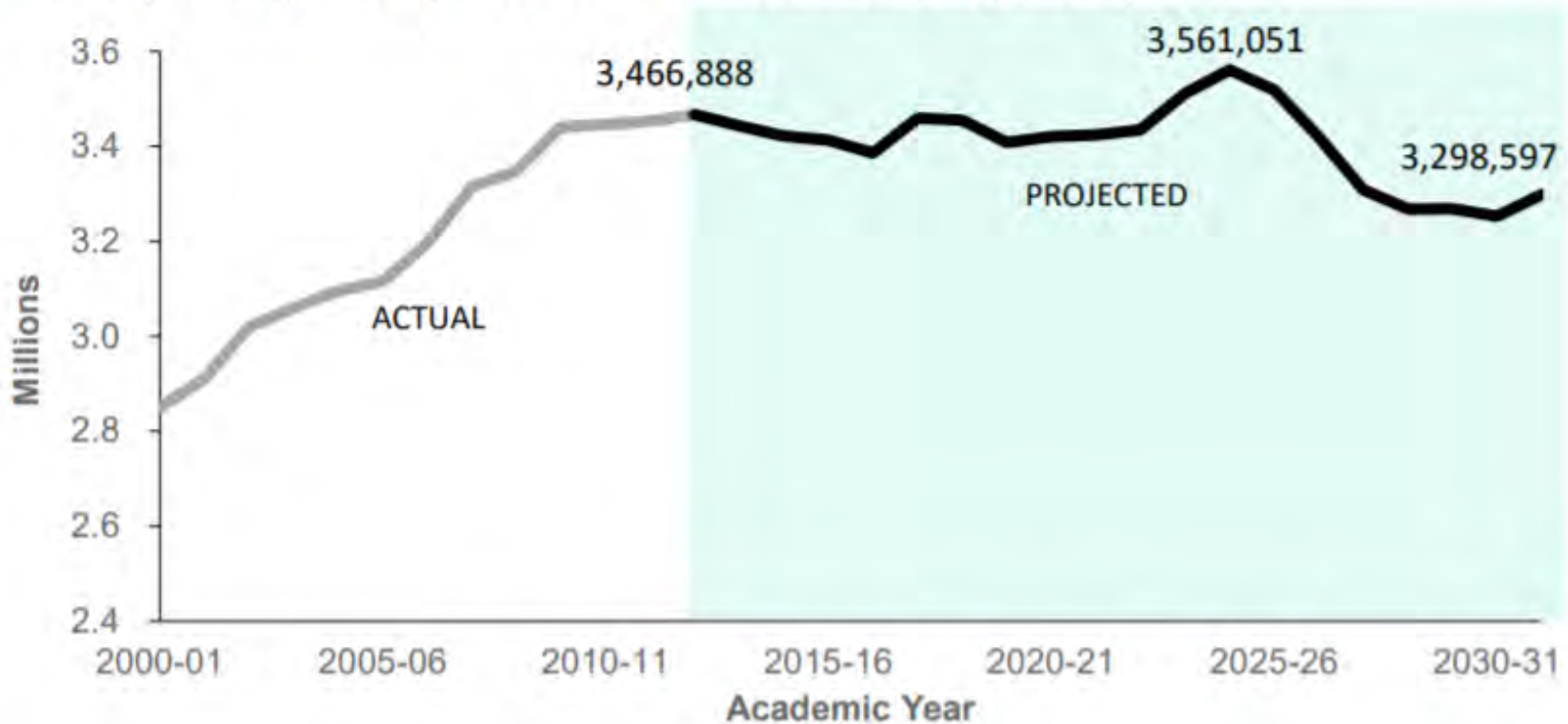
- 1) Increased number of competitor schools and programs
- 2) Decreasing enrollment at universities, overall, and at ETSU

*CEPH-Accredited Regional Competitor Schools and Programs
(Alabama, Georgia, Kentucky, North Carolina, South Carolina,
Tennessee, Virginia and West Virginia)
Those Accredited Since 2009 Shown in Red*

American Public	CEPH accredited MPH	Mercer	CEPH accredited MPH
Appalachian St.	CEPH accredited MPH and Baccalaureate	Morehouse	CEPH accredited MPH
Augusta	CEPH accredited MPH	ODU	CEPH accredited MPH (splitting from EVMS)
Campbell	CEPH accredited MPH	TSU:	CEPH accredited MPH and Baccalaureate
Clemson	CEPH accredited Baccalaureate	UAB	CEPH accredited School of Public Health
Coastal Carolina	CEPH accredited MPH and Baccalaureate	UGA	CEPH accredited School of Public Health
ECU	CEPH accredited MPH and Baccalaureate	UK	CEPH accredited School of Public Health
EKU	CEPH accredited MPH	UNC	CEPH accredited School of Public Health
Emory	CEPH accredited School of Public Health	UNC Charlotte	CEPH accredited MPH
EVMS	CEPH accredited MPH (splitting from ODU)	UNC Greensboro	CEPH accredited MPH
George Mason	CEPH accredited MPH	UNC Wilmington	CEPH accredited Baccalaureate
GA Southern	CEPH accredited School of Public Health	USC	CEPH accredited School of Public Health
GA State	CEPH accredited School of Public Health	UTK:	CEPH accredited MPH
Lenoir-Rhyne	CEPH accredited MPH	UVa	CEPH accredited MPH
Liberty	CEPH accredited MPH	Vanderbilt	CEPH accredited MPH
Louisville	CEPH accredited School of Public Health	VCU	CEPH accredited MPH
Marshall	CEPH accredited MPH	Virginia Tech	CEPH accredited MPH
Meharry:	CEPH accredited MSPH	Western KY	CEPH accredited MPH
Memphis:	CEPH accredited School of Public Health	West Virginia	CEPH accredited School of Public Health

High school graduate trends are plateauing; projected to decline after 2025

Total U.S. Public and Private High School Graduates, School Years 2000-01 to 2012-13 (Actual) through 2013-14 to 2031-32 (Projected)



Source: Western Interstate Commission for Higher Education (WICHE), Knocking at the College Door

Why Are More People Dying from COVID-19 in Northeast Tennessee than in the Rest of Tennessee?

• The average age of the eight counties of Northeast Tennessee:

- Carter: 44.9
- Greene: 44.5
- Hancock: 44.6
- Hawkins: 44.6
- Johnson: 46.1
- Sullivan: 44.9
- Washington: 39.9
- Unicoi: 46.6

Weighted
Average:
43.6

• The average age of the eight most populous counties of Tennessee

- Davidson: 34.3
- Hamilton: 39.6
- Knox: 37.3
- Montgomery: 30.8
- Rutherford: 33.3
- Shelby: 35.4
- Sumner: 39.6
- Williamson: 39.2

Weighted
Average:
35.9

- UT 28.8K
- MTSU 21.6K
- Memphis 21.5K
- ETSU 14.3K
- Vanderbilt 12.8K
- UTC 11.6K
- Austin Peay 11.0K
- SWTCC 10.3K
- TTU 10.2K
- NSCC 10.2K

The Average Age in the US is: 37.9

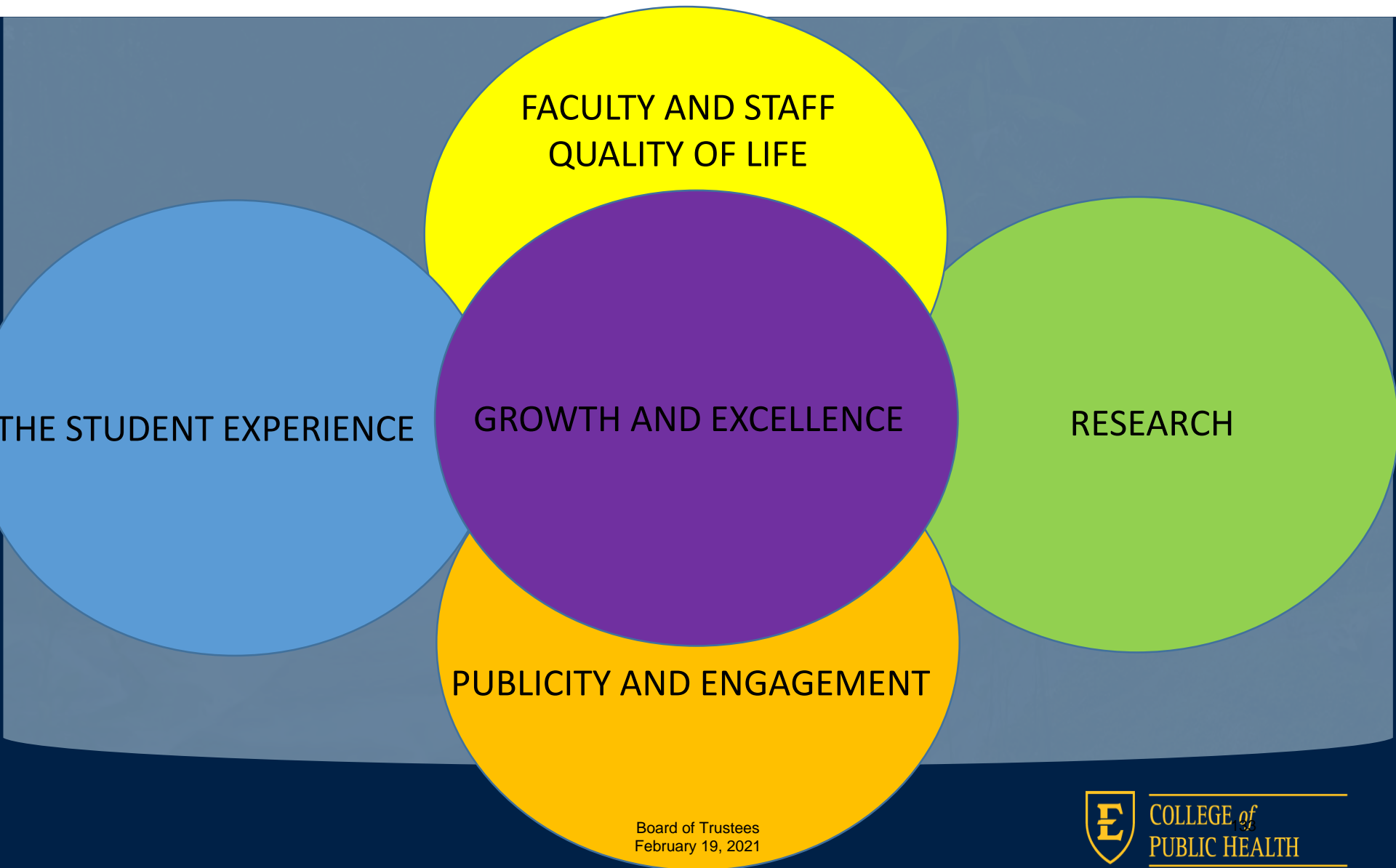


The Hotel Analogy: How Do They Compete in Their Environment?

- 1. BY ESTABLISHING GENUINE AND COLLEGIAL RELATIONSHIPS**
- 2. BY PROVIDING HANDS-ON, PRACTICAL, AND REAL WORLD EXPERIENCES**
- 3. BY REQUIRING TEAMWORK AND PARTNERSHIPS**
- 4. BY OFFERING A TRULY UNIQUE PRODUCT**
- 5. BY ALWAYS FOCUSING ON THE COMPLETE EXPERIENCE, AND**
- 6. BY ALWAYS HAVING A LASER-LIKE FOCUS ON EXCELLENCE**



Strategic Actions: Five Basic Areas



Board of Trustees
February 19, 2021



COLLEGE *of*
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

The Student Experience

Alumni Survey
Assistant Dean for Student Services
Diversity and Social Justice Committee
Display of Scholarship Recipients
Exit Survey
New Degrees and Minors
Office of Student Services
Photographs. . .lots of them
Pinning and Hooding Ceremony
Professional Coordinators/Advisors (3)
Student Awards Ceremony
Student Council
Student Lounge
Student Picnic
Student Posters
Teaching Incentive

Board of Trustees
February 19, 2021



COLLEGE *of*
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

Faculty and Staff Quality of Life

“All Hands” Meeting every Semester
“At Risk” Salary
Dean’s Special Recognition Awards
Diversity and Social Justice Committee
Faculty Council
Leadership Council
Posting Pictures of All Award Winners
Professional Faculty Pages on the web
News and Events with Month in Review
Research Incentive
Staff Council
Tea (and i-Tea) With the Dean
Teaching Incentive



Research

Associate Dean for Research
“At Risk” Salary
Creation of New Centers (4)
Director for Research Operations
News and Events and Month-in-Review
Protected Time
Research Development Council
Research Progression Plan
Research Incentive
Research Survey
Start Up Packages



Growth and Excellence

Alumni Survey
Assistant Dean for Student Services
Display of Scholarship Recipients
Exit Survey
New Degrees and Minors
Office of Student Services
Pinning and Hooding
Professional Coordinators/Advisors
Student Awards Ceremony
Student Council
Student Lounge
Student Picnic
Student Posters
Teaching Incentive

Alumni Survey
Assistant Dean for Quality and Planning
Data Services Manager
Director of Assessment
Director of Development
Employer Survey
Exit Survey
Four Year Benchmarking with Employers
New Degrees and Certificates
Leading Voices in Public Health
Project EARTH and
the Niswonger VILLAGE

Associate Dean for Research
"At Risk" Salary
Creation of New Centers (4)
Director for Research Operations
Events and Month-in-Review
Protected Time
Public Health Development Council
Research Incentive
Start Up Packages

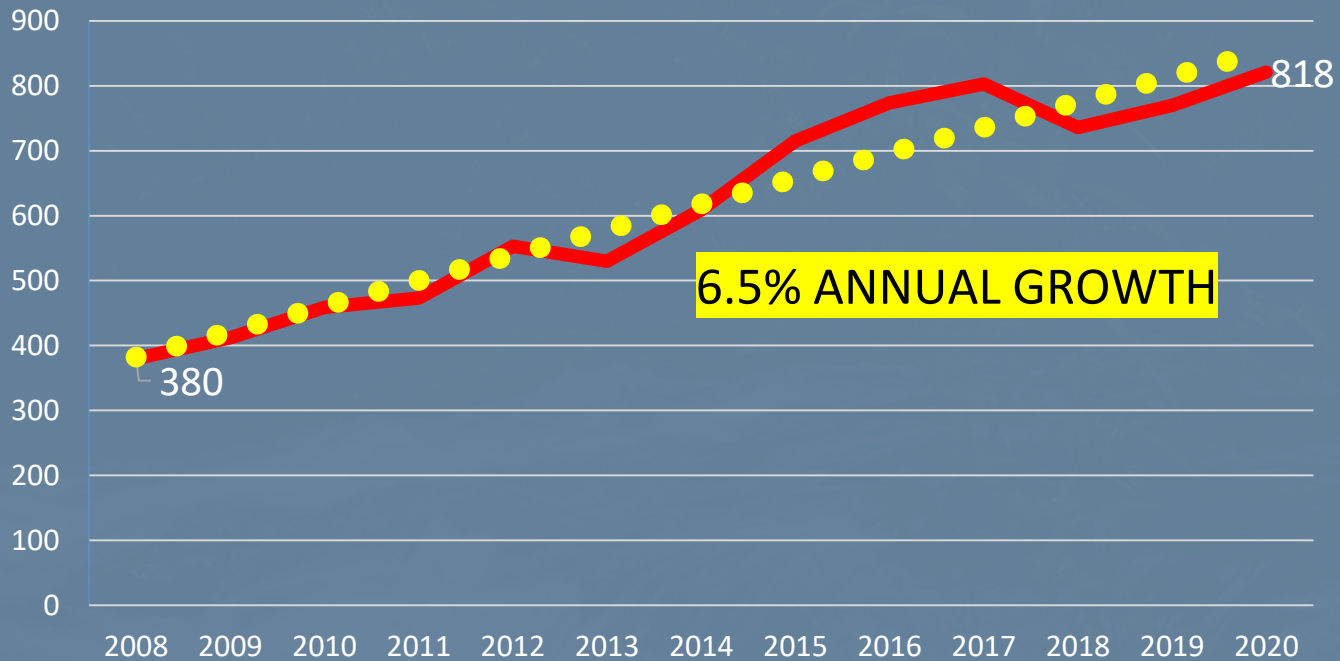
Tennessee
Tennessee Public Health Training Center
US Public Health Service Award
Bioscience Resource
February 19, 2021



COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

Total Enrollment: All Levels 2008 - 2020



Thanks to Chris Sutter for compiling this information

Board of Trustees
January 19, 2021



COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

2021 Enrollment Records. . .

- **The largest total enrollment we have ever had:**
 - **The largest doctoral enrollment and**
 - **The largest number of incoming doctoral students**
 - **The largest masters enrollment (in addition to 37 spring enrollees) and**
 - **The largest number of incoming masters students including**
 - **The largest number of MD/MPH students and**
 - **The largest number of Coverdell Fellows (returning Peace Corps Volunteers)**
 - **The second largest undergraduate enrollment and**
 - **The second largest number of incoming undergraduates**

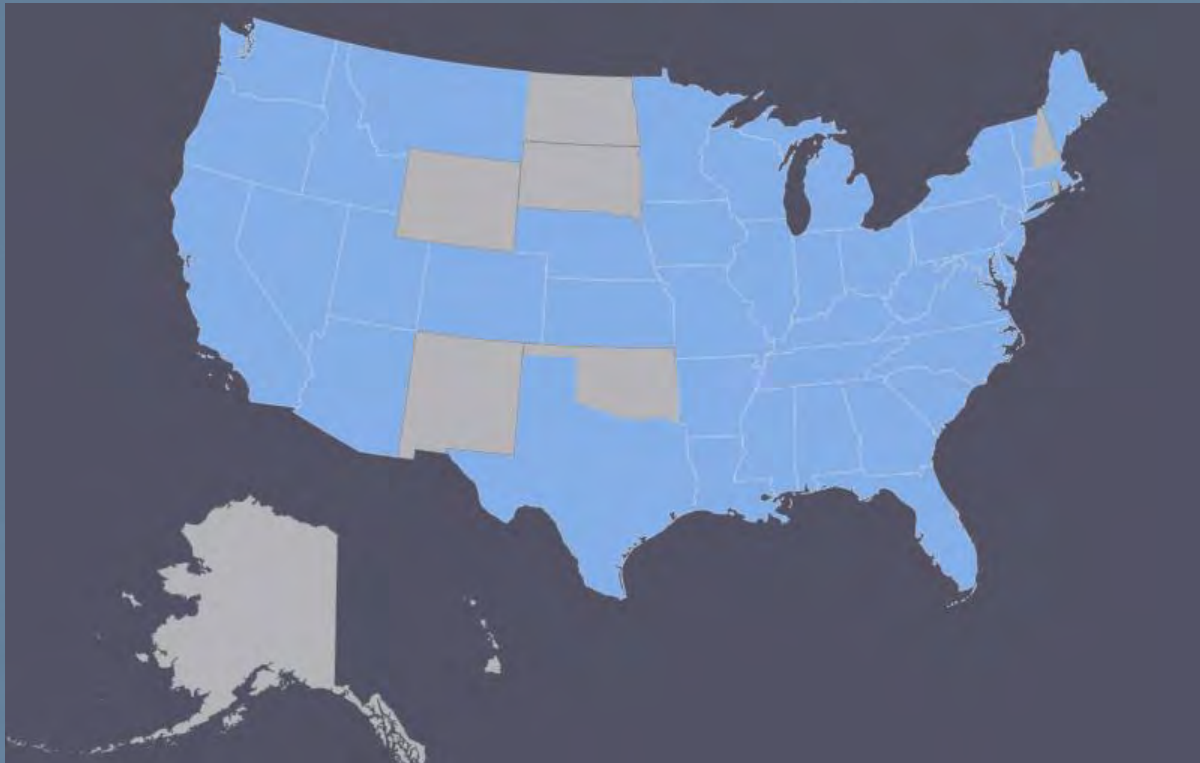


2021 Enrollment Records. . .

- **As of January 28, 2021:**
- **Spring 2021 enrollment is 10.6% above Spring 2020 (and our largest graduate, and 2nd largest overall, spring enrollment ever)**
- **Fall 2021 MPH in-process applications are up 32% over last year’s record enrollment**
- **Fall 2021 DrPH in-process applications are up 37.5% over last year’s record enrollment**
- **Fall 2021 Undergraduate “admitted” is up 57.9% over last year’s enrollment (from 17 states)**
- **We have 91 in-process applications for the MHA for the fall (compared to 80 HSMP MPH last year)**



Since 2009, we have ENROLLED graduates students from 41 States, and 14 foreign countries



Thanks to Chris Sutter for compiling this information

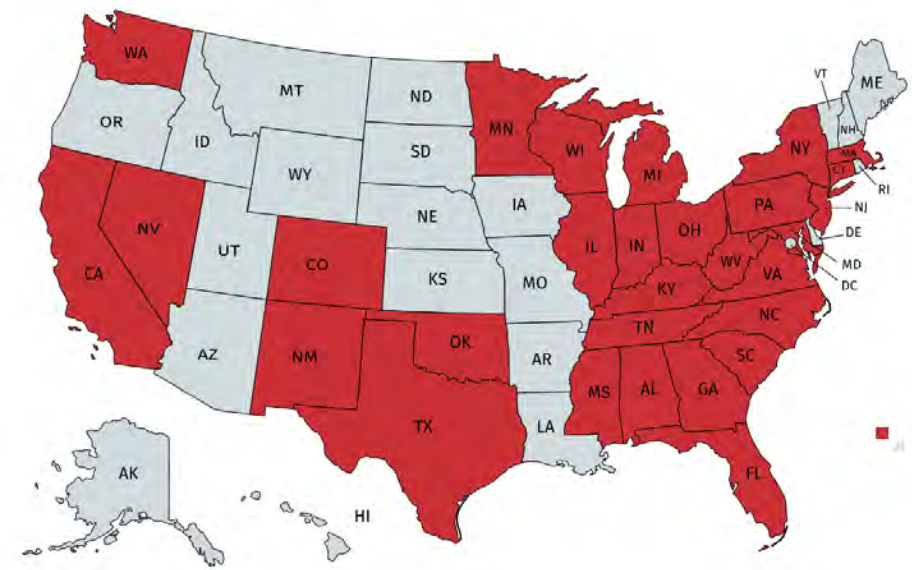
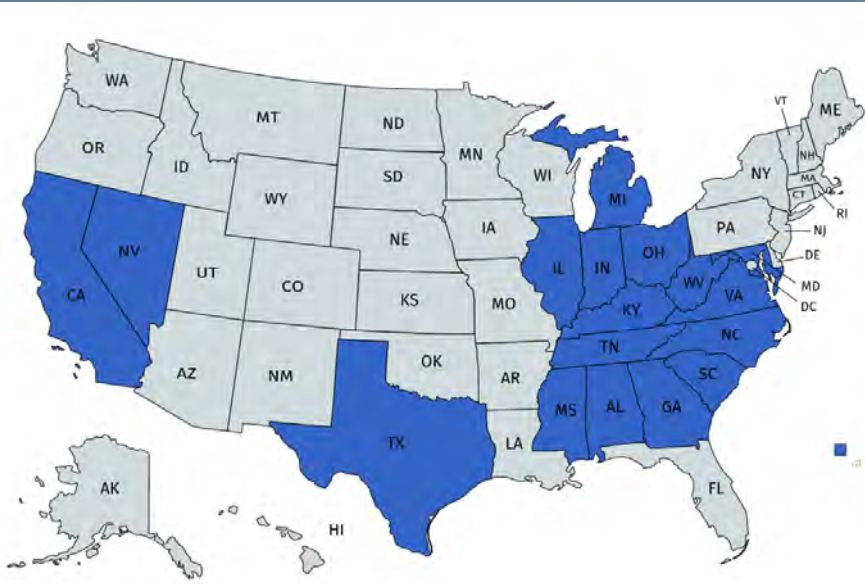
Board of Trustees
February 19, 2021



COLLEGE of
PUBLIC HEALTH

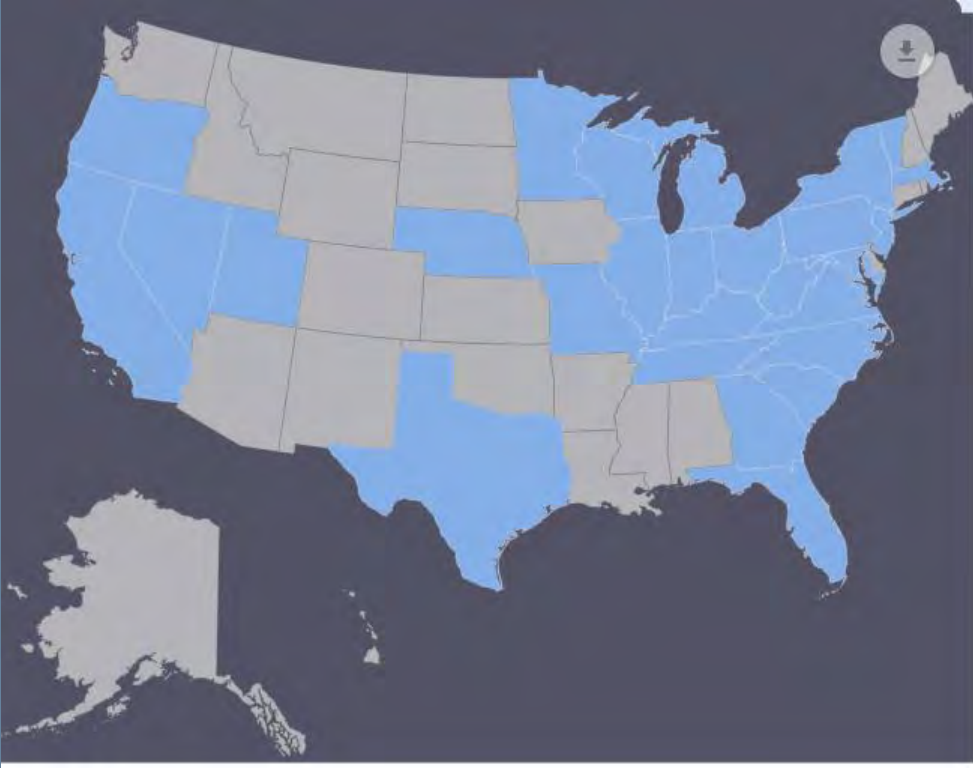
EAST TENNESSEE STATE UNIVERSITY

We Have Received Undergraduate Applications From 17 States For This Coming Fall, (blue) and From 29 States Over the Past four Years (Red)



Thanks to Jared Hedrick for compiling this information
Trustees
February 19, 2021

Since 2018, We Have Enrolled Graduate and Undergraduate Students from 27 States (not Including 2021)



Thanks to Jared Hedrick for compiling this information

Board of Trustees
February 2021

New Programs and Innovations

- Research and Teaching Incentives have given out over \$600,000
- New Degree Programs:
 - Bachelor: BS Health Administration; BS Microbiology; BS Health Science; BS Public Health
 - Minors: Epidemiology; Global Health and Development; Health Administration; Public Health
 - Graduate: Masters in Health Administration
 - Graduate: DrPH in Health Management and Policy;
 - Graduate Certificate: Global Health, Health Data Analytics
- New Scholarships and Endowments
 - Carruth J. Wagner, MD Scholarship
 - Combined Dr. Robert D. Patton Scholarship Endowments
 - Ethan S. Bain Foundation
 - Hope Through Healing Hands Foundation
 - Payton and Angela Ward Pruett Public Health Scholarship
 - Reece College of Public Health Graduate Student Research Fund
 - The Thomas L. and Jean L Perry, Jr Scholarship Endowment
 - Wykoff Public Health Student Scholarship for International Travel



College of Public Health: Cumulative Metrics of Success

Exit Survey:

9 Years (2011 – 2020)

974 students as they graduate

“Would recommend the College to others”

95.7% **96.0%**

Alumni Survey:

7 Years (2013 – 2019)

583 graduates 1 – 2 years after graduation

“Were satisfied or very satisfied with their overall educational experience”

96.2% **99.0%**

Employer Survey:

8 Years (2013, 2015, 2017/8)

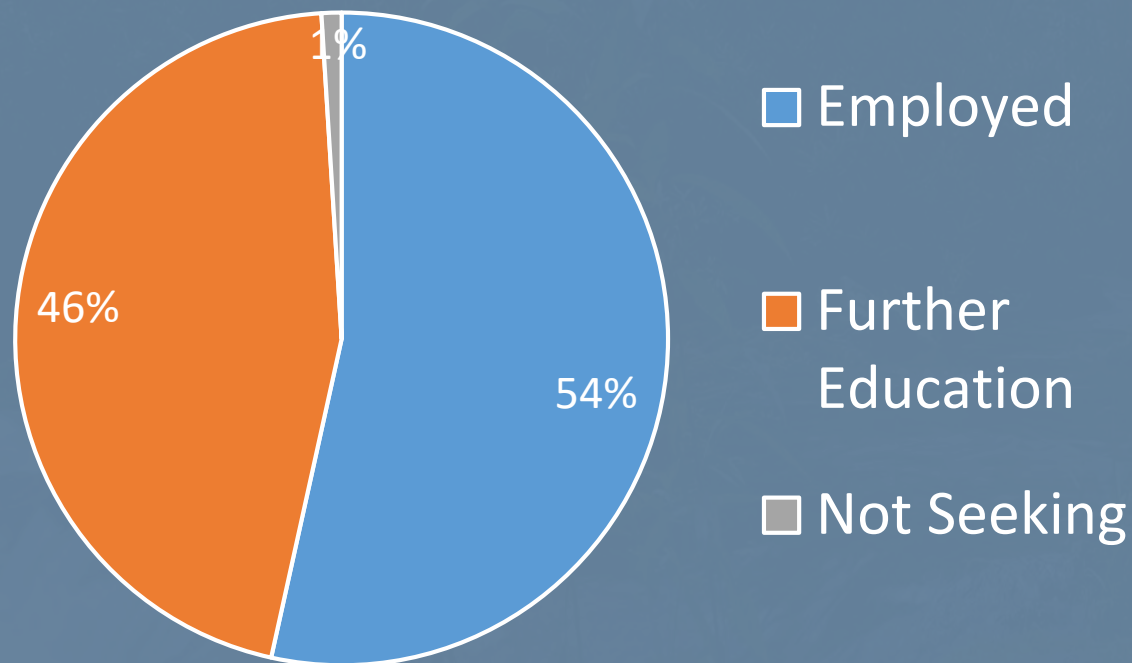
204 employers who have hired our graduates

“Rate our graduates as high or highest in overall competence in their field of practice”

94.0%



College of Public Health: 2016 - 2019
All Undergraduates: 12 Months After Graduation (n = 272)



Thanks to Rachel Kellogg for compiling this information

Board of Trustees
February 19, 2021

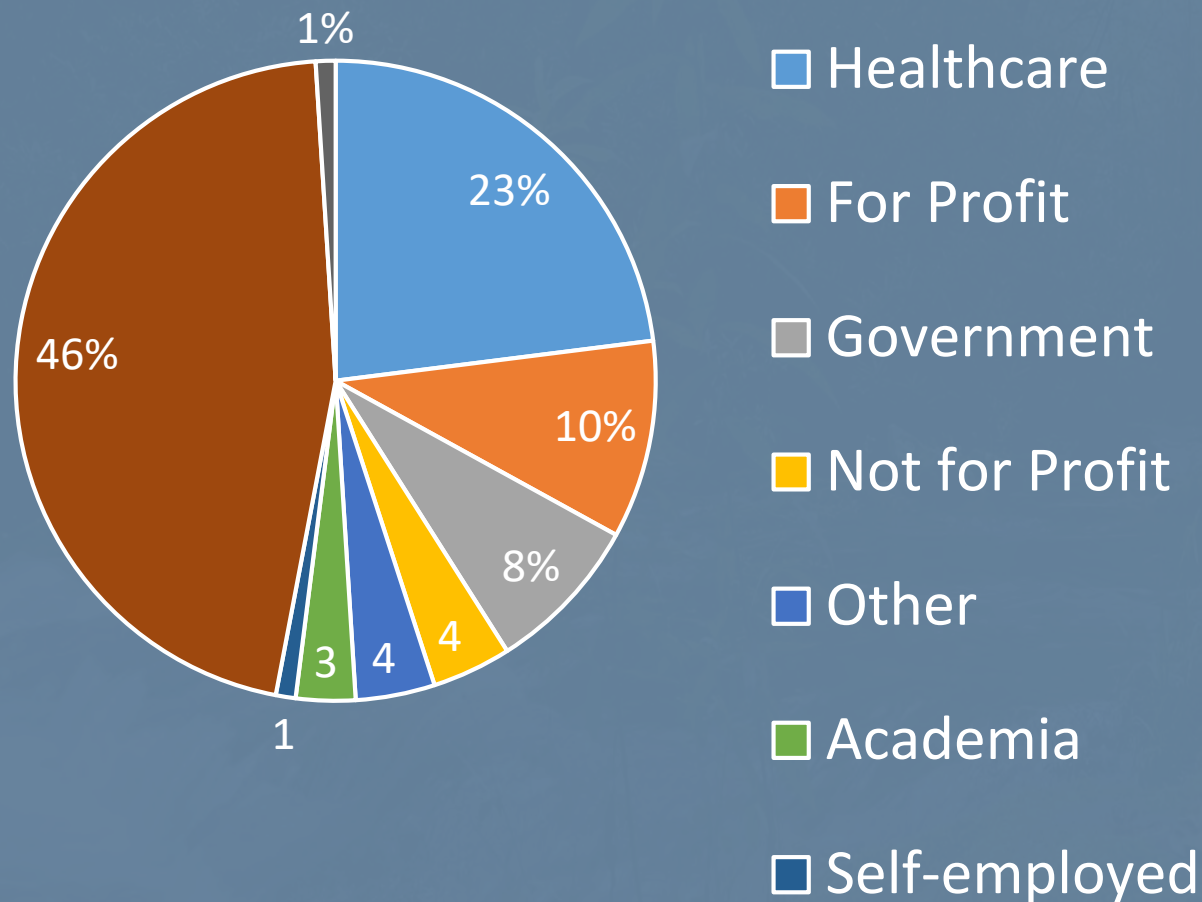


COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

College of Public Health: Employment 2016 - 2019

All Undergraduates: 12 Months After Graduation (n = 272)



Thanks to Rachel Kellogg for compiling this information

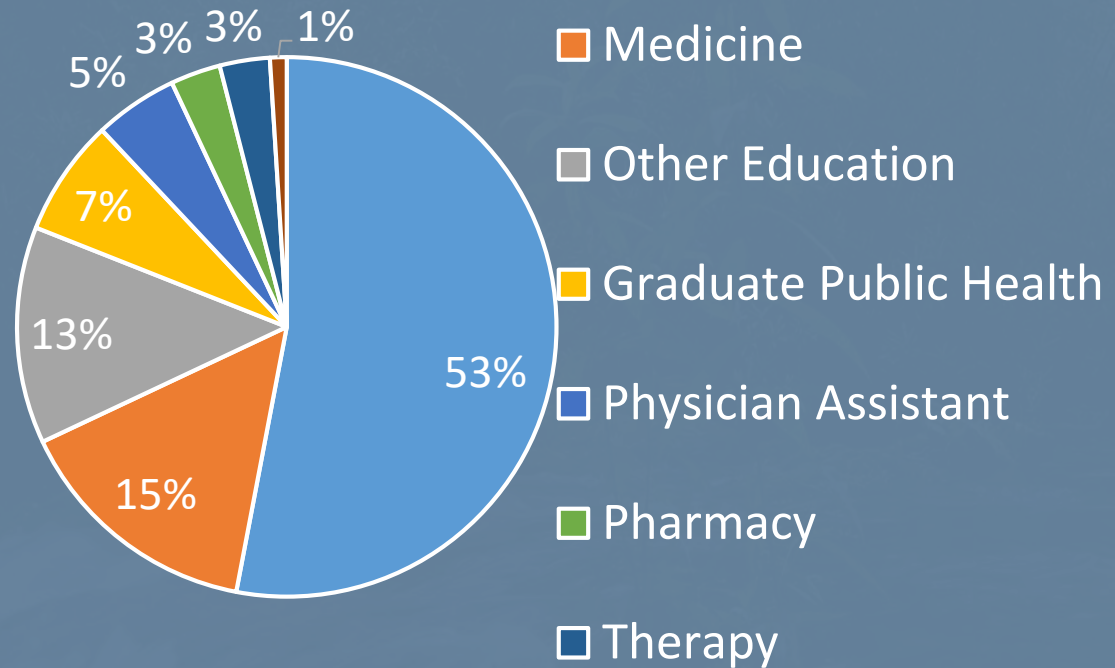
Board of Trustees
February 19, 2020



COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

College of Public Health: 2016 - 2019
All Undergraduates: 12 Months After Graduation (n = 272)



Thanks to Rachel Kellogg for compiling this information

Board of Trustees
February 19, 2021

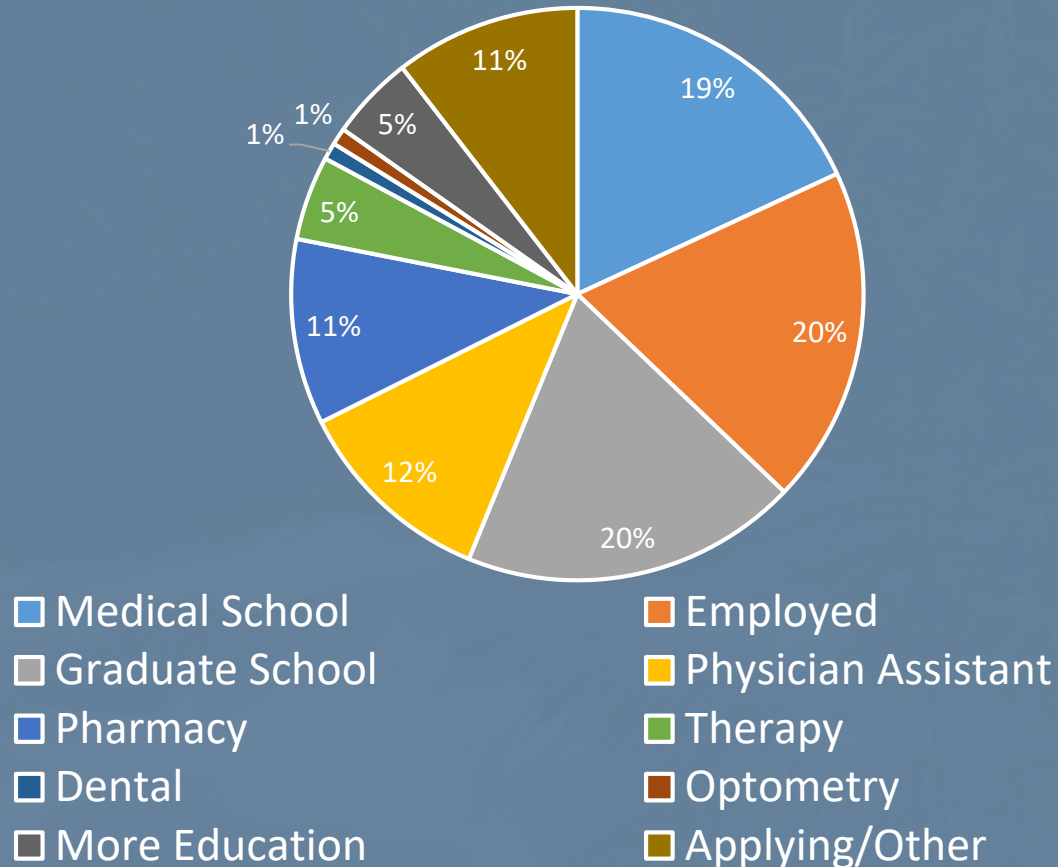


COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

Department of Health Sciences: 2016 - 2019

All Undergraduates: (n = 263 of 306)



Thanks to Dara Young and Sean Fox for compiling this information

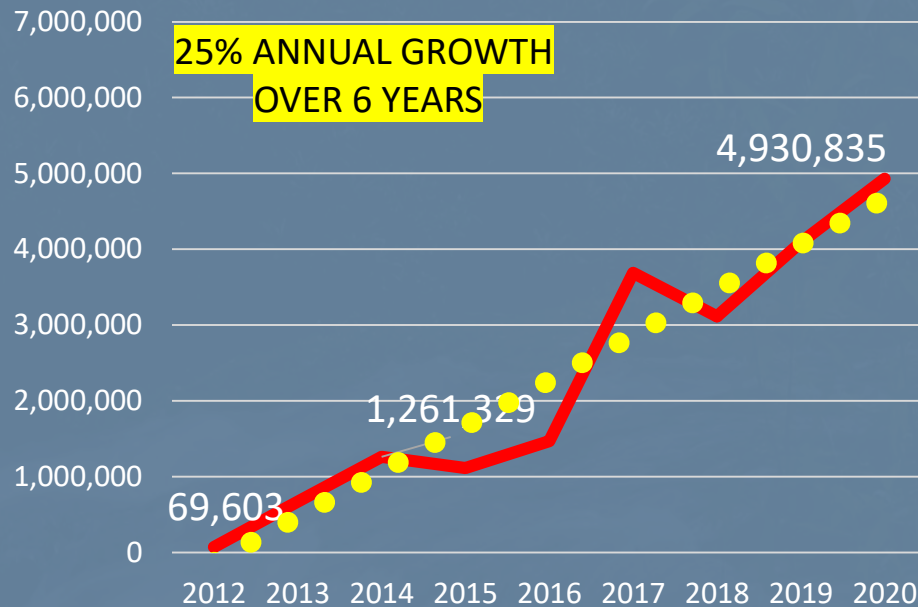
February 19, 2021



COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

Annual Expenditure on Research (External Funding) College of Public Health



Thanks to Hazel Robinson and Karen Ervin for compiling this information

February 19, 2021



COLLEGE of
PUBLIC HEALTH

EAST TENNESSEE STATE UNIVERSITY

National Recognitions: Research and Scholarship

- The College has been recognized as a National leader in Addiction Science: DIDARP, STARS and ETSU/NORC Center for Rural Health Equity
- The College has been recognized as a national leader in Women's Health: CARE Women's Health has received the largest research grant in ETSU's history
- The College has been recognized as a national leader in Rural Health: Rural Health Research Center has received the largest gift in ETSU's history and one of seven (the only non-incumbent) HRSA's funded Rural Health Research Centers
- The College is developing expertise in Antimicrobials, Cardiovascular disease, Environmental Health, Household air quality, Human Physiology, Obesity, Perinatal exposures, Tobacco policy, Workers rights, and many other areas



College of Public Health: NEW: Cumulative Metrics of Success

Exit Survey:

1 Year (2019)

104 students as they graduate

“Satisfied with faculty availability for consultation, during office hours, advisement, mentoring, etc.”

97.1%

Exit Survey:

1 Year (2019)

100 students as they graduate

“Satisfied with faculty responsiveness to email and/or phone communication”

99.0%

Advising Survey:

2 year (2019 and 2020, incomplete)

152 students at the end of the year

“Satisfied or somewhat satisfied with the most recent advising session”

94.7%

Thanks to Rachel Kellogg and Taylor Dula for compiling this information

February 19, 2021



COLLEGE of
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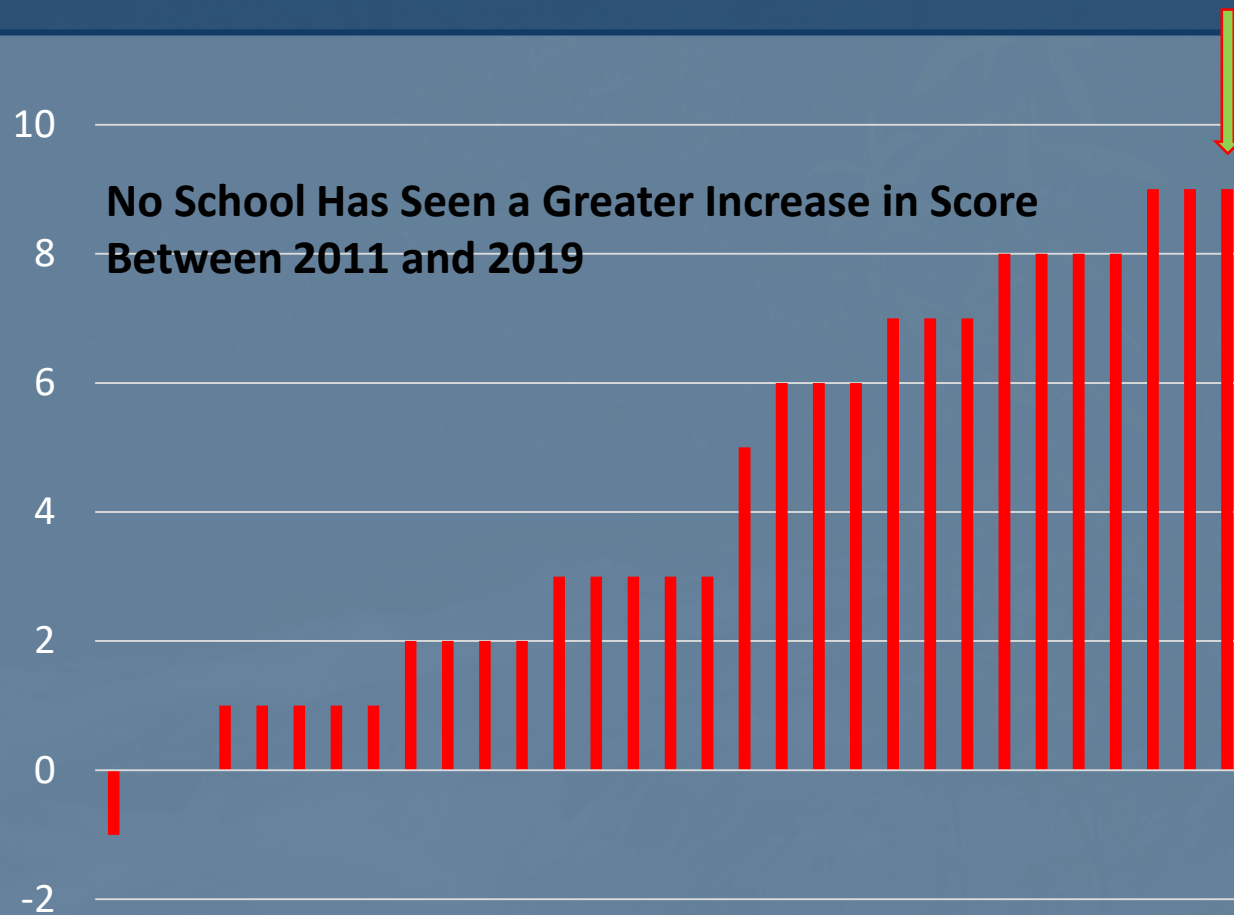
EAST TENNESSEE STATE UNIVERSITY

National Recognitions: Academics

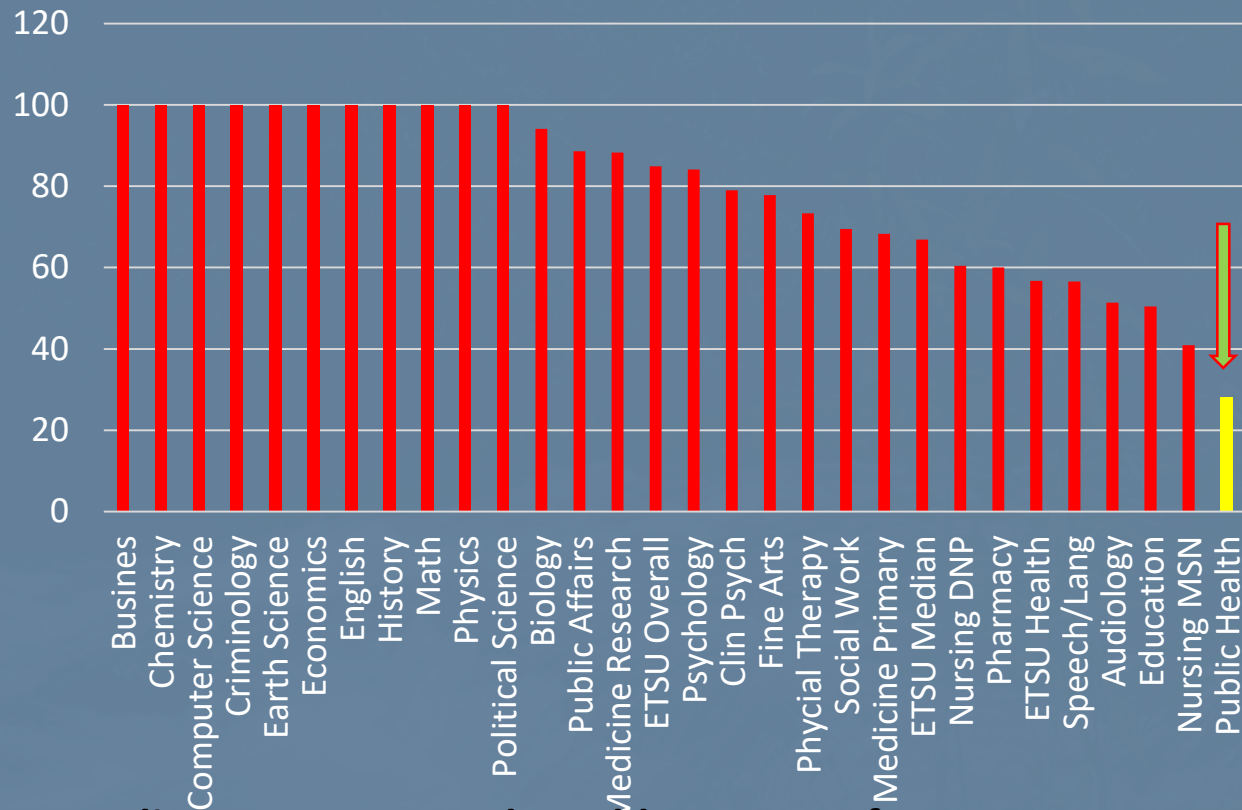
- Selected as a Peace Corps Prep Program and a Coverdell Fellows Program
- 2017 Delta Omega Award for the most innovative public health curriculum in the country (only the 2nd school to win the award twice) for Project EARTH and the Niswonger VILLAGE
- 2018 Public Health Service Excellence Award for Interprofessional Education (for our work with Opioids)
- 50th Anniversary of being the oldest EHAC-accredited Environmental Health program in the country



US News and World Report Changes in Score: 2011 vs 2019



US News and World Report Rankings: All ETSU School and Programs: 2019



According to US New and World Reports, of 27 programs at ETSU eligible for ranking, Public Health is the highest ranked, in terms of percentage of their field.

What Do We Need to Accomplish Next Year to Maintain our Momentum?

1. Work on the personal and personnel aspects of the Lamb Hall renovation project;
2. Work with University Relations for a more national footprint for media stories, notably research accomplishments and unique programs like Project EARTH and the Niswonger VILLAGE;
3. Convert the Rural Health Certificate to Rural Public Health Certificate;
4. Continue to work with the Graduate School to eliminate the duplicate application process for graduate student;
5. Develop programs for first-time college students, notably grade forgiveness and scholarships for “later” achievement;
6. Explore the possibility of investing earned indirects into research growth;
7. Work to maximize the impact of the website; and
8. Work with the Honors College to enhance National Awards and Recognitions