

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

MINUTES

November 15, 2019
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research and Student Success Committee met at 9:45 a.m. on Friday, November 15, in the Millennium Center

I. Call to Order

Dr. Linda Latimer, chair of the Academic, Research and Student Success Committee, called the meeting to order at 9:45 a.m.

II. Roll Call

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

Chairman Linda Latimer
Trustee Janet Ayers
Trustee Virginia Foley
Trustee David Golden

Other Board of Trustees members present were:

Trustee Scott Niswonger, Chair, Board of Trustees

**III. Approval of Minutes of the Academic, Research and Student Success Committee
September 20, 2019**

The minutes for the September 20 Academic, Research and Student Success Committee meeting were reviewed. Trustee Golden made a motion for approval; the motion was seconded, and the minutes were unanimously approved.

IV. Out-of-Cycle Tenure Actions

Dr. Wilsie Bishop, Senior Vice President for Academics, presented recommendations to award tenure with the rank of associate professor to Dr. Deborah Dumphy in the College of Nursing and to award tenure with the rank of professor to Dr. Trena M. Paulus in the Department of Family Medicine in the Quillen College of Medicine. She reviewed the qualifications of both and noted that both are significant recruits for the university.

Trustee Ayers moved to approve the recommendations. The motion was seconded by Trustee Golden and unanimously approved.

V. Title IX Athletic Update

Mr. Scott Carter, Director of Intercollegiate Athletics, delivered a presentation on Title IX Recommendations for ETSU Athletics (*see PowerPoint slides included in meeting materials*). In his presentation, Mr. Carter provided background on Title IX, which addresses issues of gender discrimination in colleges and universities, and discussed ETSU's ongoing efforts to remain in compliance with Title IX by expanding opportunities for women's participation in intercollegiate athletics. Pursuant to these efforts and after seeking the advice of a consultant – Ms. Felecia Mulkey, Head Acrobatics and Tumbling Coach at Baylor University – ETSU is seeking to establish a new Acrobatics and Tumbling program for women. Mr. Carter discussed the advantages of this rapidly growing sport, for which ETSU already has available space for practices and meets. It would appeal to a broad recruiting base and provide more than 40 opportunities for female student-athletes. Twelve equivalency scholarships would be available. The program could begin in 2021 and have a budget built primarily upon non-scholarship enrollees from both in- and out-of-state.

Discussion ensued in which committee members asked why tumbling was recommended over such sports as stunt, gymnastics, or rugby, which could potentially result in greater revenue. Mr. Carter replied that the enthusiasm for tumbling among prospective students as well as current cheerleaders and dance team members was a factor, as was advice from other athletic directors regarding the greater potential for injury with other sports. Mr. Carter and President Brian Noland indicated that they could provide the due diligence that was completed by ETSU Athletics in preparing to make the recommendation.

VI. ETSU School of Graduate Studies Update

Dr. Sharon James McGee, dean of the School of Graduate Studies, delivered a presentation updating board members on the school (*see PowerPoint slides included in meeting materials*). In her presentation, she discussed the vision and role of the School of Graduate Studies. She noted that there are over 150 ways for students to find areas of interest in graduate school at ETSU, where graduate students have an average age of 30, with many balancing work, school and family responsibilities. The number of total options for degrees and certificates has increased, and the total number of degrees and certificates awarded between the academic years of 2008-09 and 2018-19 has increased by 37.8%. She said a master's degree is becoming an entry-level requirement in many fields. Dr. McGee noted several programs that are experiencing growth in applications, including the Joint Doctor of Nursing Practice Program between ETSU and TTU; the Clinical Alcohol and Drug Abuse Counseling Studies Certificate, which is often added by Master of Social Work students; the Global Sport Leadership doctoral program, which is

now in its third year and has experienced full cohorts each year; and the Brand and Media Strategy Program. Dr. McGee pointed out that a decrease in applications and enrollment by international students is an area of concern, not only at ETSU but nationwide; after seeing significant growth over the past several years, the international student application rate dropped significantly from 2018 to 2019, and the enrollment has dropped from a high of 261 in 2017 to 192 in 2019. Dr. McGee asked committee members to help tell the story of Graduate Studies at ETSU.

Following the presentation, committee members asked how recruitment efforts might be improved. Dr. McGee stated that the School of Graduate Studies will be working with the marketing area with an initial marketing campaign targeting both undergraduate students and working adults in the geographic areas of central Tennessee, the Appalachian Highlands and its border counties, and Greenville/Spartanburg, South Carolina. Discussion ensued regarding the budget for marketing, how best to target the right prospective students for programs offering the skill sets that will be most needed in three to five years, the issue of higher cost of graduate study at ETSU compared to other institutions, and how ETSU tracks alumni employment and salary information. President Noland said that tracking such information is an area of opportunity for the university; some colleges currently do better than others at tracking this information, and improvements in tracking this information will be an important responsibility of the new alumni administrator when that currently vacant position is filled. Dr. Mike Hoff, Associate Vice President/Chief Planning Officer, noted that he and the director of Career Services are currently working with colleges to relaunch Destination Surveys to collect such information; he said that within the next year, ETSU's key performance indicators could include employment in field and ability to pay back.

VII. Update on Liaison Committee on Medical Education (LCME) Site Visit

Dr. William Block, Dean, Quillen College of Medicine reported on the Oct. 27-30 site visit by the LCME, which visits each of 156 allopathic medical schools that are member institutions. He noted that there were 19 areas of concern, 11 of which were judged as non-compliant, at the last site visit in 2011; the College of Medicine was then under an academic warning for a period of time as the issues were corrected. At the end of this year's site visit, the LCME team gave a reading with their areas of concern, which they will present to the LCME Board; Quillen College of Medicine will receive a final letter in February. This year, nine areas of concern were noted out of 93 elements, and Dr. Block said he anticipates that eight of those will be judged as in compliance with monitoring. Among those eight are one related to the College's interactions with Ballad, which the LCME wishes to monitor due to a new Memorandum of Understanding being in place; one related to ongoing monitoring of new diversity initiatives that were put in place 18 months ago; and another related to an earlier curriculum integration effort that had stalled but will be remedied by the curriculum review taking place during the current academic year. The ninth area of concern relates to health insurance for students once they turn 26

years of age; Dr. Block said this is more problematic and is an issue that is being faced by medical schools across the nation. Dr. Block stated this was a positive site visit overall and much improved over the previous site visit, and he gave credit to Dr. Ken Olive, Associate Dean for Academic Affairs at Quillen, and his team for their work in leading the preparations for the site visit.

Committee members and President Noland congratulated Dr. Block and the College on the successful site visit and praised Dr. Block for his leadership.

VIII. Update on College of Medicine Research Activities

Dr. Block stated that much of this agenda item was moved to the full Board meeting with an update on research. Dr. Hoff said that at the Board meeting, members would see a specific breakdown of research expenditures.

He told the committee that he would continue working on a research scorecard and is currently working on activity tracking methods to ensure accuracy in reporting. He compared the planned scorecard to the temperature indicators on a car dashboard. The scorecard will include types of research, types of funding, journal publications and more. Chair Latimer expressed curiosity as to whether the scorecard would also include such items as conference presentations by faculty and how much research funding comes from private corporations. Dr. Hoff also mentioned that Board members could look at the Sherrod Library's Digital Commons online to look at real-time downloads of ETSU publications.

Dr. Block provided an update on the College of Medicine's position of Associate Dean for Research, which was called for in the prior strategic plan but had not been filled. He said the Associate Dean for Graduate Education who ran the Ph.D. program stepped down in the summer, giving College administrators the opportunity to "reimagine" the position. The new position of Associate Dean for Research and Graduate Education, which oversees research efforts across departments to create synergy, was filled as of Nov. 1 by Dr. Greg Ordway, who previously chaired Pharmacology and served as interim chair of Biomedical Sciences when it was formed through the merger of five basic sciences departments.

IX. Update and Discussion: Ballad MOU and ETSU/Ballad Coordinating Council

Dr. David Linville, Associate Vice President for Health Affairs, provided an update on the Memorandum of Understanding (MOU) between ETSU and Ballad Health that the Board saw in its last meeting. He pointed out that the MOU provides a structure that will help define how the two entities interact, plan, and solve problems. The MOU calls for a Coordinating Council to serve as a sort of board of directors with equal representation from both ETSU and Ballad; this council will have three sub-councils in the areas of

research, clinical service, and education, which will do the “heavy lifting” involved in planning, problem-solving, and more. This council met for the first time on Nov. 14, 2019, and discussed the history of the university’s relationship with Ballard and its legacy organizations, Mountain States Health Alliance and Wellmont Health Systems. Dr. Linville said there is currently no guiding proposal, but rather numerous contracts in different areas. The council discussed cataloging and prioritizing those agreements, and looked at ways to plan together and have a method in place to address issues or problems that arise. A charter for the partnership between ETSU and Ballard should be completed in December.

In a Q&A following his update. Dr. Linville said the Coordinating Council is expected to meet every other month, with subcouncils meeting more frequently, although that timeline may be changed as needed. Trustee Golden recommended that a standing agenda item be added to the Academic, Research and Student Success Committee meetings for updates on the activities of this partnership; Chair Latimer concurred. Dr. Linville also said that one theme of the Coordinating Council discussion was redefining and simplifying how the entities work together, and Dr. Block will be the primary point of contact for ETSU Health. President Noland also pointed out that during the Coordinating Council meeting, it was stated that Ballard was “educationally agnostic,” meaning that it works with and provides training opportunities for multiple institutions, but he noted that Dr. Block had said that the COPA “doesn’t allow (them) to be agnostic” and that ETSU is Ballard’s primary educational partner. Dr. Linville added that while Ballard does have training opportunities for students from other institutions, Ballard cannot reach its goals without being an academic health sciences center, and ETSU is the vehicle to make that happen. Chair Latimer also indicated that Ballard’s stated support for ETSU was a deciding factor in passage of the COPA. A list of the contracts is being prepared that will indicate the current status of each.

X. Committee Discussions

Chair Latimer discussed the subject of agenda items and asked committee members to contact the Board Secretary with ideas and suggestions of topics, allowing adequate time for the university to prepare for presentation on those topics. She noted that while the committee has been highly focused on the Ballard merger, it has a fiduciary responsibility to cover many other topics, as well, including revisiting topics covered in previous meetings. She stated that ETSU has “one of the strongest boards in the state,” and she would like to see the board be more interactive and help the university as much as possible. Committee members agreed, and Trustee Golden suggested that in preparing for presentations, university staff assume that the committee members will have read the presentation materials prior to the meetings, and that instead of going over the exact same material, they could provide in advance a list of their top three questions on the given topic on which they would like for the trustees to provide input. He also suggested the use of consent agendas to take care of the more transactional items, leaving more

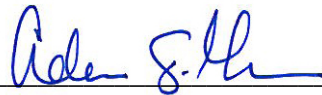
committee time to address “longer horizon” topics, such as what new academic programs might be needed to address job market needs of the future. Committee members concurred that seeing presentations twice – both in committee and full board – is not necessary. Another suggestion was a “picture” of topics anticipated to be addressed by the board over the next 12 to 18 months. Chair Latimer noted that sometimes, the agenda she has prepared after reviewing the minutes of previous meetings gets changed before the committee meetings, and she would prefer to have a conversation about the agenda and would welcome suggestions. President Noland said he understood Chair Latimer’s concern and said the agenda changes have been a function of staff figuring out time and sequence. He said preparation for the next board meeting will begin soon, and he said he welcomes topics and themes; he also noted that he has covered a long-range picture of broad themes with Board Chairman Scott Niswonger. Trustee Golden challenged staff to think of and schedule the topics on which they would like the board’s opinion and input.

It was also noted that conversations should begin now on topics where engagement with legislators, fellow members of the six local governed state public institution boards, and other key stakeholders to advocate for the needs of ETSU are critical.

XI. Adjournment

The committee meeting concluded at 11:25 a.m. and was adjourned by Chair Latimer.

Respectfully submitted,



Adam Green
Secretary of the Board of Trustees

Approved by the Board of Trustees at its February 21, 2020 meeting.