

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2023 MEETING

1:30–3:30 p.m. EST
Friday
February 17, 2023

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments
- IV. [Approval of Minutes from November 18, 2022](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from November 18, 2022 Academic, Research, and Student Success Committee](#)
 - B. [Minutes from November 18, 2022 Finance and Administration Committee](#)
 - C. [Minutes from November 18, 2022 Audit Committee](#)
 - D. [2024 Board Meeting Dates](#)
 - E. [College of Medicine and College of Pharmacy FY24 Tuition](#)
 - F. [Housing and Meal Plans for FY24](#)
 - G. [Revisions to FY23 Audit Plan](#)
- IX. [Prestigious Awards Office Update – Keller \(15 minutes\)](#)
- X. [ETSU Athletics Update – Sander \(10 minutes\)](#)
- XI. [ETSU Strategic Agenda Update – Hoff \(15 minutes\)](#)
- XII. President’s Report – *Noland* (25 minutes)
- XIII. Other Business
- XIV. Executive Session

A. Discuss pending legal action (if necessary)

XV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 17, 2023

ITEM: Approval of the Minutes from November 18, 2022

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

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

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

RESOLVED: The reading of the minutes of the November 18, 2022 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

November 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, November 18, 2022, at 1:30 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 1:30 p.m. She welcomed those in attendance including Dr. Lisa Piercey, the newest member of the Board of Trustees. Dr. Piercey is an alum of the Quillen College of Medicine, served as the 14th commissioner of the Tennessee Department of Health, and was appointed to the Board for a six-year term by Governor Bill Lee.

Dr. Latimer highlighted the following notable university achievements and milestones:

- The university will celebrate commencement for the fall class of 2022 on December 10th.
- The College of Business and Technology launched the Andrew Leadership Academy. This academy, named for local business leaders Dewey Andrew and Scott Andrew, will focus on developing the region's next generation of business leaders and entrepreneurs.
- ETSU was included in a \$4.7 million national consortium to lead public health workforce research.
- The ETSU Research Corporation hosted an engaging Symposium on Innovation and Education for the Bioeconomy.
- The university celebrated 40 years of Bluegrass, Old-Time, and Roots Music Studies program with a celebration. During the celebration, the program's founder, Jack Tottle, and country music artist and ETSU alum, Kenny Chesney, were presented with honorary doctorates that night.

Dr. Latimer closed her remarks by encouraging everyone to follow ETSU's social media channels, subscribe to the email list, and visit the ETSU News website.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees present were:

Trustee Allen Archer

Trustee Steven DeCarlo

Trustee Dr. Virginia Foley

Trustee Dorothy Grisham

Trustee Dr. Lisa Piercey

Trustee Ron Ramsey

Trustee Melissa Steagall-Jones

Board Chair Dr. Linda Latimer

Absent: Trustees Charles Allen and Janet Ayers

Dr. Green informed the board chair that a quorum was present.

III. Public Comment

No requests to offer public comment were made by individuals present at the meeting.

IV. Approval of Minutes from September 16, 2022

The minutes from the September 16, 2022, meeting of the Board of Trustees were approved as submitted with Trustee Foley making the motion to approve and Trustee Grisham seconding the motion. The motion passed unanimously.

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

Trustee Virginia Foley provided an overview of the items presented to the Academic, Research, and Student Success Committee, which included:

- Provost and Vice President for Academic Affairs Dr. Kimberly McCorkle presented a request to approve an expedited letter of notification regarding the establishment of a B.S. in Mechatronics Engineering.
- Dr. Chris Keller, Dean of the Honors College, and Dr. Megan Quinn, Associate Professor in Biostatistics and Epidemiology, presented an overview of the ETSU Global Year in Ecuador.
- Dr. Tony Pittarese, Dean of the College of Business and Technology, and Bradley Leon, Executive Director of the BlueCross Blue Shield BlueSky Tennessee Institute,

provided the committee with an update on the BlueSky Tennessee Institute and discussed the impactful partnership between ETSU and BlueCross BlueShield.

- Lastly, Dr. Bill Kirkwood and Dr. Megan Roberts from Student Life and Enrollment gave a presentation on student success initiatives across ETSU that are supporting students' progress toward degree completion.

At the conclusion of these presentations, the committee discussed the recent Symposium on the Bioeconomy hosted by the ETSU Research Corporation.

VI. Report from the Finance and Administration Committee

Trustee Ron Ramsey provided the Finance and Administration Committee report to the board as noted below:

- In compliance with the Tuition Transparency Act, the committee received a report that will be provided to the Tennessee General Assembly. The full report may be found in the committee agenda materials.
- The committee approved the October 2022 budget revisions.
- Ms. Pam Ritter, Vice President for University Advancement, presented a proposal from University Advancement for naming the Millennium Centre Building. The committee approved the name of the building to be the James and Nellie Brinkley Center.
- The committee also heard reports of contracts and agreements over \$250,000 from July 2022 through September 2022 and of revenues and expenditures from September 2021 to September 2022.
- Dr. Michael Hoff, University Chief Planning Officer and Vice Provost of Planning and Decision Support, updated the committee on the budget model and operational efficiency assessment efforts to date.

VII. Report from the Audit Committee

Committee Chair Steagall-Jones presented the Audit Committee report noting the following:

- The committee approved the addition of two investigations to the audit plan for FY 2022-23.
- Ms. Rebecca A. Lewis, CPA, Chief Audit Executive, discussed the Audit Committee's responsibilities, which have remained unchanged from the previous year.
- Ms. Lewis also reviewed the audits and investigations performed from September 2022 through October 2022. A follow-up of the Executive Summary of the Financial and Compliance Audit Report for FY 2021 issued by the Tennessee Comptroller of the Treasury was included in the report. Also included were updates of the annual audit for

the President's expenses, the Research Development Committee Grants audit, and the completed audit heat map.

- The Recommendation Log Status as of October 31, 2022, was presented to the committee.
- The committee received an update on the Quality Assurance and Improvement Program.

VIII. Consent Agenda

With no requests for any items to be removed from the consent agenda, the Board of Trustees approved the consent agenda with a motion from Trustee Ramsey seconded by Trustee Steagall-Jones. The motion was passed unanimously.

IX. Action Item: Approval of ETSU Strategic Agenda, KPIs, and Peer Institutions

Following the Board's approval of the new strategic vision derived from the ETSU Committee for 125 Chapter II, staff have revised the 2016-2026 strategic plan to incorporate new and revised action items. Dr. Michael Hoff, University Chief Planning Office, Vice Provost of Planning and Decision Support, presented the revised strategic agenda, key performance indicators, and peer institutions, as well as outlined the processes for the development of each.

Pillars and initiatives outlined in the revised strategic agenda include:

- Pillar I—Access and Success: The university will focus on ensuring access to higher education regardless of location, resources, and/or educational background.
 - Initiatives: Brand Development; Moon Shot for Equity; Facilities Master Planning; Strategic Enrollment Planning; Wraparound Advising; Updating the Academic Portfolio; Housing Transformation
- Pillar II—Teaching Excellence: Faculty excellence will distinguish successful institutions in the next decade.
 - Initiatives: QEP: Community-Engaged Learning; Moon Shot for Equity; Facilities Master Planning; SACSCOC and Discipline Specific Accreditation; Updating the Academic Portfolio
- Pillar III—Empowered Employees: ETSU is best served when employees at all levels feel empowered and trained on how best to implement their purpose and encourage innovation.
 - Initiatives: Moon Shot for Equity; Organizational Structure; Salary Enhancements; Training and Professional Development

- Pillar IV—Research and Innovation: Given the broad program portfolio, the university is uniquely positioned to drive both scholarly activity and funded research.
 - Initiatives: Enhanced Research Administration; Updating the Academic Portfolio; ETSU Research Corporation

- Pillar V—Equity and Inclusion: With a focus on being more inclusive and accessible, the goal is to create parity across demographic groups and provide students with the best possible learning experience.
 - Initiatives: Moon Shot for Equity; Training; Multicultural Center; Bridge Programs; Employee Recruitment; Strategic Enrollment Plan

- Pillar VI—Community and Stewardship: The next five years at ETSU will focus on community-engaged learning whereby students are provided educational opportunities within the community that benefit students and the regional areas around all ETSU educational sites.
 - Initiatives: QEP: Community Engaged Learning; Integrated Academic Health Science Center; ETSU Research Corporation; Moon Shot for Equity; Brand Development; Higher Education Research Center; Continue to develop regional partnerships

- Pillar VII—Financial Responsibility and Operational Excellence: To ensure ETSU can respond to the volatility, the university will make considerable changes to financial mechanisms and operational environments to ensure ETSU continues to be synonymous with a high-quality, affordable education.
 - Initiatives: Budget Model Update and Resource Alignment; Salary Enhancements; Facilities Master Planning; SACSCOC Accreditation; Strategic Enrollment Plan; Oracle ERP Transition

Dr. Hoff also provided the following Key Performance Indicators (KPIs) for the Board’s consideration:

East Tennessee State University Key Performance Indicators - Fall 2022 Update - Draft			
Key Performance Indicator	Baseline 2022	Goal 2026*	Trend
Undergraduate enrollment	10,553	11,846	↑
freshmen applications	9,614	12,000	↑
First-year average ACT	22.6	24	↔
First-time Transfers	1,079	1,100	↓
First-time Freshmen	2,056	2,100	↑
Dual Enrollment	651	800	↑

Graduate Enrollment	2,421	2,854	↔
Professional Enrollment	762	800	↑
Overall Enrollment	13,763	15,500	↑
International Enrollment	369	600	↑
Percent Non-White	26.31	33	↑
Out-of-state Enrollment	2,552	3,000	↑
Percent female	62.7	60	↔
Percent Male	37.3	40	↔
Percent receiving Financial Aid	87%	In Development	In Development
Veteran Students (includes dependents using benefit)	889	1,000	↑
Percent of students living on campus	21.40%	22%	↑
First-time Freshmen Retention Rate	72%	85%	↑
First-time Freshmen Graduation Rate	55%	60%	↑
First-time Freshmen Graduation Rate (non-white)	41%	60%	↑
Licensure Pass Rates	In Development	In Development	In Development
Percent of Graduates Employed/Continuing Education	90%	95%	↑
Great Colleges to Work For Overall Satisfaction	73%	76%	↑
Student-to-Faculty Ratio	15-to-1	18-to-1	↔
Percent of Courses Taught by Full-time Faculty	72.80%	70%	↑
Voluntary Staff Turnover	10.60%	In Development	In Development
Salary Equity (All Ranks Faculty Salary - Gap to Peer)	-\$9,376	\$0	↑
Research Awards	\$12,770,290	\$25,000,000	↑
Value of Proposals Submitted	\$176,117,546	In Development	In Development
Value of Proposals Funded	\$69,948,944	\$75,000,000	↑
Research Expenditures (HERD)	\$18,449,000	\$30,000,000	↑
Service Hours	12,981	In Development	In Development
Patient Visits	337,983	In Development	In Development
Martin Center Ticket Sales (baseline is only 5 mo.)	\$497,107	In Development	In Development
Attendance at Athletic Events	In Development	In Development	In Development

Total Funds Raised (Giving)	\$42,457,933	In Development	↑
Composite Financial Index (higher is better)	4.47	3	↑
Net Operating Revenues (higher is better)	10.86	4	↑
Primary Reserve Ratio (higher is better)	0.51	0.4	↑
Deferred Maintenance Value	\$9,200,000.00	In Development	In Development
Discount Rate (lower is better)	22%	25%	↑
Total Funds Raised (Research and Giving)	\$112,406,877	In Development	In Development

Dr. Hoff also provided Trustees with an overview of ETSU’s Peer selection process that included:

- Quantitative analysis using peer data set from IPEDS data submissions – produced
- 18 potential peers
- Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking

Combined analysis produced 15 peers for Trustees’ consideration including:

Institution	Average Rank
University of South Alabama	4.38
University of North Carolina at Greensboro	4.33
Marshall University	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University	3.93
Central Michigan University	3.88
The University of Montana	3.85
Wichita State University	3.85

University of Missouri - Kansas City	3.85
Arkansas State University	3.78

The adoption of the revised strategic agenda, associated key performance indicators, and list of peer institutions was approved as submitted with a motion from Trustee Steagall-Jones and seconded by Trustee Grisham. The motion was passed unanimously.

X. Enterprise Resource Planning System Update

Dr. Karen King, Chief Information Officer, provided an update on the Enterprise Resource Planning (ERP) system highlighting the following:

- The current Ellucian Banner ERP system at ETSU has been in place for more than fifteen years.
- In 2019, the President directed an assessment of the current system to determine the efficacy and efficiency of the system, as the contract will expire in December 2022.
- Based upon the results of this assessment, the campus began its consolidated efforts to move from Banner to a new operating system. Working in conjunction with the University of Tennessee system, the campus selected Oracle as the new operating platform. Through the support of our legislative delegation, Governor Lee included funding for this initiative in his 2022 budget.
- Oracle provides complete financials, Enterprise Performance Management (EPM), Human Capital Management (HCM), finance and HCM analytics, a customer success program, Oracle learning subscriptions, and Oracle Guided Learning (OGL).
- Highstreet has been selected as ETSU’s deployment partner and has been working with the implementation team on all components of the ERP, including (HCM) and (EPM).
- Implementation has begun and the project has been dubbed VOYAGER. The new ERP system is currently in the design and configuration stages. The subsequent stages will be validation testing, transition, and finally, realization. Finance will launch in September 2023, with HCM following in January 2024.

Topics of discussion included:

- Faculty access in the ERP’s finance and HCM sections will be focused on faculty/staff search, employee dashboard/self-service, expense report input, and departmental financial accounts.
- Oracle has a student system, but it is not yet operational. While it is hoped that the Oracle student system will be ready and the university can make that move, student

evaluations must be completed as soon as possible so a decision can be made when the time comes.

- State funding for the ERP and the allocations between the UT system and the LGIs were explained by Dr. King.
- Data standard parameters were examined.
- Staff were encouraged to examine challenges other Oracle adopters experienced when launching.

XI. Bluegrass, Old-Time, and Roots Music Studies 40th Anniversary Update

Dr. Ron Roach, Chair and Professor for the Department of Appalachian Studies and Director for the Center of Excellence for Appalachian Studies and Services; Mr. Dan Boner, Professor Department of Appalachian Studies and Program Director of Bluegrass, Old-Time, and Roots Music; and Mr. Nate Olson, Academic Director; presented an overview of the ETSU Bluegrass, Old-Time, and Roots Music Studies program. They also discussed the program's recent 40th Anniversary Celebration and key focus areas as the program looks to the future. Presentation materials were included in the board agenda materials.

XII. President's Report

President Noland's presentation to the Board offered an update on multiple pillars of the Board approved strategic agenda.

Access updates included:

- Tennessee Higher Education Enrollment Comparisons for 2021-2022
 - Enrollment across the state for the fall semester demonstrated that East Tennessee State University at the undergraduate level increased nearly two percent. Many of the institutions in Tennessee did not experience enrollment growth. Community college enrollment declined more than three percent.
 - The State's college-going rates peaked at 64.4 percent in 2015 and declined yearly thereafter. Within the Northeast Tennessee region, Unicoi County had the highest college-going rate of 62.5 percent in 2021. The most significant change was in Grainger County, which was -26.2 percent. Much of the work to change these numbers will be predicated on conversations about P-20 education related to educational leadership, data, and work that occurs from the student success perspective, as demonstrated by the Ayers Foundation in Unicoi County and the work it is providing with college success coaches.

- Barriers to College according to a national survey by Edge Research, HCM Strategists, Bill & Melinda Gates Foundation (2022)
 - Too expensive (38 percent)
 - Too stressful (27 percent)
 - More important to get a job and make money (26 percent)
 - Unsure about major/future career (25 percent)
 - Not worth the money (21 percent)

- ETSU Growth
 - ETSU has seen 25 percent growth in new-student enrollment over the past two years.
 - Freshmen applications are up over 9 percent year over year since this time last year. Applications for transfers are up 67 percent.
 - Tennessee applications are up 18 percent.
 - There has been a 40 percent increase in attendance for open houses.
 - This year, 2,219 more people have toured the campus, and housing is up 76 percent year over year.

- The First-time Freshmen CIRP Survey administered in 2021– College Choice
 - 68 percent of ETSU students stated ETSU was their first-choice college.
 - Campus visits had a significant impact on their overall decision, along with academic reputation.
 - The cost of attendance is the driving factor in that college choice. ETSU is in the top ten percent of institutions in the nation with the lowest amount of student debt. Half the students who graduate from ETSU graduate with no debt, and the other half graduate with debt, but that overall volume is less than \$20,000.

- Retention rates continue to trend upward, and graduation rates are at an all-time high, indicating student success.
- Housing modernization and new construction are part of the university’s strategic enrollment initiatives.
- Academic program growth and innovation will continue to expand, along with wraparound advising and a one-stop shop for student support.

Equity and Inclusion updates included:

- The Educational Advisory Board (EAB) has selected ETSU to participate in a nationwide Moon Shot for Equity initiatives, focused on closing equity gaps. This is a collective effort by the institution, in conjunction with our community college partners,

to build a safety net that ensures all students have the opportunity to move from entry on to graduation.

Fiscal sustainability updates included:

- ETSU’s operating budget is \$530,001,000, and 61 percent of that budget is generated by tuition and other sources. 39 percent is generated from state appropriations. Over \$20 million is generated from carry-forward funds and fees available to colleges and divisional units, and \$1.4 million is in new investments to E&G university reserves.
- Salary enhancements approved by Board members earlier provides a four percent across-the-board raise with a floor of \$1,200 and a ceiling of \$7,000.
- The 2023-24 Tennessee Higher Education Commission (THEC) appropriations recommendation and the 2023-24 THEC capital projects recommendation were shared with Board members.

President Noland reminded Trustees of ETU’s SACSCOC reaffirmation timeline:

- September 2022: Compliance Certification Submitted
- November 2022: Off-site Reaffirmation Review—found compliant in all but three areas; confident documentation will be provided during the on-site review that affirms compliance
- February 2023: QEP and Focused Report Due
- April 2023: On-site Reaffirmation Review
- December 2023: Reaffirmation anticipated

President Noland concluded his update by sharing the following priorities for the upcoming TN legislative session with Trustees:

- Request that the state include a \$5 million reoccurring appropriation in its upcoming budget to support the Bill Gatton College of Pharmacy. The Gatton College of Pharmacy currently receives no state operating support and because of its complete reliance on tuition revenue, it is essentially a private college housed in a public university.
- Support full funding of the THEC state appropriations funding recommendation.
- Remedy technical and policy issues related to GME funding for the Quillen College of Medicine.
- Funding for the Brown Hall Phase II project and deferred maintenance projects.
- ETSU Board of Trustee confirmation hearings.

XIII. Action Item: Resolution of Appreciation for Dr. B.J. King

The Board adopted a resolution extending heartfelt appreciation to Dr. B.J. King who has served at the university for 25 years, working her way from a position as an internal auditor to her current role as Chief Financial Officer for the university and the ETSU Foundation and ETSU Research Corporation.

The resolution was approved as submitted with Trustee Melissa Steagall-Jones making the motion and Trustee Foley seconding the motion. The motion passed unanimously.

XIV. Other Business

No other business was discussed.

XV. Executive Session

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

XVI. Adjournment

Board Chair Dr. Latimer adjourned the meeting at 3:56 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 17, 2023

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. 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
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

MINUTES

November 18, 2022
Johnson City, Tennessee

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

I. Call to Order

Committee Chair Janet Ayers called the meeting to order at 8:00 a.m.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call. Since Committee Chair Janet Ayers participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Committee Chair Ayers for the record if she could clearly hear so that she could participate in the meeting and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone. Those in attendance stated that they could hear Committee Chair Ayers. Additionally, Dr. Green stated that because a trustee is participating remotely, any votes must be taken by roll call.

Committee members present were:

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

Trustees Allen Archer, Dorothy Grisham, Dr. Lisa Piercey and Ron Ramsey also participated in the meeting.

III. Approval of the Academic, Research, and Student Success Committee Minutes from September 16, 2022

The minutes from the September 16, 2022, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Foley making the motion and Trustee Steagall-Jones seconding the motion. The motion passed unanimously.

IV. Action Item: Approval of Expedited Letter of Notification Regarding Establishment of a B.S. in Mechatronics Engineering

Provost Kimberly McCorkle presented for the committee's discussion and approval an Expedited Letter of Notification (ELON) regarding the establishment of a Bachelor of Science in Mechatronics Engineering to be housed in the College of Business and Technology.

Dr. McCorkle outlined the established academic approval process as follows:

- The ELON has been reviewed and approved internally by the Academic Council and President Brian Noland.
- The ELON must be approved by the Board of Trustees. If approved, the ELON will be sent to the Tennessee Higher Education Commission (THEC) where it will be posted for public comment.
- Upon completion of all required program development processes, the new program will be presented to the Board of Trustees as a notification item before the proposed program implementation in Fall 2023.

Several members of the committee commended the work of staff in the Provost's Office and the College of Business and Technology for striving to meet workforce demands and for creating a stackable, portable credential that aligns with academic programs at Northeast State Community College. In response to questions posed by committee members, faculty from the department confirmed that representatives from local companies have offered letters of support and met with faculty and staff to discuss the proposed program. Provost McCorkle and faculty from the department also confirmed that ETSU has the facilities to launch the program but will need to purchase some additional equipment. Trustee Ayers encouraged faculty and staff to explore partnerships with local businesses to share space so that students may learn in real-world environments. President Noland noted that space needs and opportunities would be considered as part of the Facilities Master Planning process that is currently underway.

The committee voted to approve the ELON. Trustee Steagall-Jones made the motion, and Trustee Foley seconded the motion. The motion passed unanimously.

V. Overview of ETSU Global Year: Ecuador 2022-23

Dean Chris Keller and faculty provided an overview of the ETSU Global Year: Ecuador 2022-23 program. Sponsored and led by ETSU's Center for Global Engagement, the ETSU Global Year Program is a comprehensive internationalization effort at ETSU that provides the campus, curricula, and surrounding community with opportunities for global learning and interconnectedness through a year-long series of events, course enhancements, projects, and initiatives that focus on a single country. Committee members expressed support for the program. Board Chair Dr. Linda Latimer asked staff to elaborate on scholarship opportunities available to assist students in studying abroad. Staff outlined various sources of support including:

- educational study abroad scholarships
- undergraduate research funding
- reallocation of student fee revenue by some colleges to support study abroad opportunities

VI. BlueSky Tennessee Institute Update

Dean Tony Pitarese and Executive Director Leon provided an update on the BlueSky Tennessee Institute, ETSU's academic partnership with BlueCross BlueShield of Tennessee (BCBST) to address workforce pipeline needs in informational technology. Key points included:

- The program allows students to earn an ABET-accredited computing degree in a little over two years.
- An initial cohort of 32 students was admitted in summer 2022 and will graduate in December 2024.
- As a part of the partnership, BCBST constructed educational space in their Chattanooga corporate headquarters and turned that space over to ETSU to operate as the BlueSky Chattanooga Center.
- Students enrolled in the first cohort will have all their educational expenses covered by scholarship funds provided from four external partners.
- The first round of admissions interviews for the second student cohort was held in early November.
- Recruitment for two additional BlueSky faculty members is underway.

Trustees commended the program and asked questions regarding the eligibility and entrance requirements. Staff confirmed that requirements mirror those of the university and that students of all ages and backgrounds could be considered. Trustee Grisham discussed her visit to the BlueSky Tennessee Institute site and commended staff and partners for creating an extraordinary learning environment with wrap-around student support.

VII. Overview of New and Expanded Student Success Initiatives

Staff noted that retention rates dropped during the pandemic but are beginning to show signs of improvement. Staff members outlined a wide range of services and supports implemented during the fall 2022 semester to promote retention and progress toward degree. These include:

- Early outreach to freshmen
- Individualized graduation plans
- Development of a coordinated care network
- Additional academic coaching
- Expansion of first-year experience courses
- Expansion of peer mentoring
- Launch of an AI-powered chat bot to answer student questions

Trustee Piercey asked staff to elaborate on how they are aligning mental health services with student success efforts. Staff explained that course instructors and advisors refer students to the Dean of Students who then ensures students are connected with the ETSU Counseling Center.

VIII. Committee Discussions

During the general discussion period, committee members applauded the recent Symposium on Innovation and Education for the Bioeconomy held on campus on October 27 and organized by Professor David Golden and the ETSU Research Corporation. Board Chair Dr. Latimer noted she had received a great deal of positive feedback from the community and encouraged those in attendance to consider how the university can continue and expand upon this community engagement.

IX. Other Business

No other business was brought before the committee.

X. Adjournment

The committee was adjourned by Trustee Ayers.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

November 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 18, 2022, at 9:30 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Trustee Ron Ramsey called the meeting to order at 9:30 a.m.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Committee members present were:

Trustee Allen Archer

Trustee Dorothy Grisham

Trustee Dr. Linda Latimer

Trustee Dr. Lisa Piercey

Trustee Ron Ramsey

Absent: Trustees Charles Allen and Committee Chair Steve DeCarlo

Trustees Dr. Virginia Foley and Melissa Steagall-Jones also participated in the meeting.

Dr. Green informed the acting committee chair that a quorum was present.

III. Approval of the Finance and Administration Committee Minutes from September 16, 2022

The minutes from the September 16, 2022, meeting of the Finance and Administration Committee were approved as submitted with Board Chair Dr. Linda Latimer making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

IV. Presentation of Tuition Transparency Report

Staff provided the committee with the institution's annual Tuition Transparency Act Report. In accordance with Tennessee Code Annotated §49-7-1604, the report, included in the agenda materials, will be provided to the Tennessee General Assembly by February 1, 2023.

V. Action Item: Approval of Fiscal Year 2023 October Revised Budgets

In compliance with Tennessee Code Annotated 49-8-203 (a) (10 (C)), ETSU Budget Control Policy requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), two non-formula units (College of Medicine and Family Medicine) and one self-funded unit (College of Pharmacy).

Staff presented ETSU's revised October budgets for committee members' consideration. Fall enrollment and adjusted appropriation figures for revenue budgets were revised, along with adjustments from fiscal year-end closing that provides for the carryforward of budgets for operational expenses. Contained within the October 2022 Revised budgets is a four percent salary enhancement for ETSU regular employees with a floor of \$1,200 and a ceiling of \$7,000. Details of the original and revised budgets were included in agenda materials.

Following the presentation, Trustee Steagall-Jones asked a question to clarify whether the budget numbers presented reflected unrestricted or restricted funds. Dr. BJ King responded that the budget presentation included only unrestricted E&G funds and does not include restricted or plant funds.

There was no further discussion by the committee. Trustee Grisham made a motion to approve the budget. Board Chair Latimer seconded. The motion passed unanimously.

VI. Action Item: Naming of the Millennium Center Building

Staff presented a request for naming of the Millennium Center Building in recognition of the achievements and contributions of business leader and ETSU alumnus Mr. James Brinkley and his wife, Nellie. Staff recommended that the Millennium Center, home to programs offered by the College of Business and Technology, be renamed as the *James and Nellie Brinkley Center*. Committee discussion centered on acknowledging Mr. Brinkley's outstanding legacy of service. Trustee Grisham made a motion to approve. Board Chair Latimer seconded. The motion passed unanimously.

VII. Quarterly Reports of Agreements \$250,000 or Greater

Staff presented a list of agreements with amounts totaling \$250,000 or greater for the period of June-August, 2022.

VIII. Quarterly Financial Report

Staff presented the Quarterly Financial Reports as an informational item comparing information from September 2021 to September 2022. The presentation included an overview of revenues and expenditures for the unrestricted, restricted, and auxiliary funds and included figures for the main campus, medicine, and pharmacy budget units. Detailed information is located in the committee agenda materials.

IX. Budget Model and Operational Efficiency Update

Dr. Mike Hoff provided an update on staff efforts to review the university budget model and streamline operations, both of which were identified as priorities by the Committee for 125 Chapter II. Since March 2022, ETSU has been engaged with Huron Consulting to conduct a review of the current internal budget model and overall operations of the institution in order to recommend changes in process and structures that would yield efficiencies. Dr. Hoff outlined the following goals for this process:

- Yield Cost Savings and Efficiencies
- Advance Career Pathing and Enhance Employee Training and Engagement
- Enhance Brand Recognition and Community Engagement
- Make Data-Driven Decisions
- Build Towards Strategic Goals Through Increased Input

Strategic priorities to support these goals include:

- Optimize the Budget Model
- Enhance Centralized Services
- Analyze and Update the Academic Portfolio
- Refine the Strategic Enrollment Plan
- Enhance Research Administration
- Undertake Housing Transformation

These projects will be advised by ETSU's existing governance groups and supported through executive sponsors, a steering committee, and project work groups.

Following Dr. Hoff's presentation, Trustee Grisham emphasized the university's goal of increasing community engagement as a top priority.

X. Committee Discussions

There was no additional discussion.

XI. Other Business

No other committee business was brought forward.

XII. Adjournment

The committee was adjourned by Trustee Ramsey.

EAST TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

November 18, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, November 18, 2022, at 10:45 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Melissa Steagall-Jones called the meeting to order at 10:45 a.m.

II. Roll Call

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

Committee members present were:

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

III. Approval of the Audit Committee Minutes from September 16, 2022

The minutes from the September 16, 2022, meeting of the Audit Committee were approved as submitted with Trustee Ramsey making the motion and Trustee Grisham seconding the motion. The motion passed unanimously.

IV. Review of the Audit Committee Responsibilities

Staff provided the annual overview of the Audit Committee's responsibilities as outlined in the meeting materials. The document's content is derived from State Law, State Audit Requirements, the Audit Committee Charter, and/or the Internal Audit Policy. These requirements are used to determine the agenda of each audit committee, including such things as audit plans and reports, fraud, waste, and abuse responsibilities, and the department's Quality Assurance and Improvement Program.

V. Action Item: Revisions to the FY 2022-2023 Audit Plan

Ms. Lewis reported that Internal Audit had received two concerns of possible fraud, waste, or abuse and asked the committee for approval to add these to the 2022-23 audit plan. The revisions to the Audit Plan for 2022-23 were approved as submitted with Trustee Ramsey making the motion and Board Chair Latimer seconding the motion. The motion passed unanimously.

VI. Audits and Investigations Performed September 2022 through October 2022

An overview of the audits completed from September 1, 2022, through October 31, 2022, was presented to the committee. Three audits were completed during this period, and a summary was included in the meeting materials along with a heat map of completed audits including:

- Follow-up to the Financial Statement Audit – The Department of Internal Audit has performed a follow-up of the Tennessee Comptroller of the Treasury Financial Statement Audit findings and recommendations contained in the audit report of June 30, 2021. The follow-up was conducted under the authority delegated in East Tennessee State University’s Internal Audit Policy. The audit objective was to determine whether adequate corrective actions have been implemented to comply with State Audit’s recommendations.
- President’s Expenses – An audit of the President’s expenses was conducted in compliance with Tennessee Code Annotated, Title 49, Chapters 7 and 14. TCA requires an annual financial audit of the Office of the President. The objectives were to determine compliance with state statutes and institutional policies regarding expenses and to identify and report all expenses made by, at the direction of, or for the benefit of the President regardless of the funding source.
- Research Development Committee Grants – An audit of East Tennessee State University’s Research Development Committee (RDC) Grants was conducted by Internal Audit personnel. The audit was requested based on issues discovered in a previous investigation. The audit also serves as the follow-up to that investigation.

VII. Recommendation Log Status as of October 31, 2022

Ms. Lewis reported that her office continues to perform follow-up reviews to ensure that prior recommendations have been addressed. A status of prior audit recommendations as of October 31, 2022, was included in the agenda materials.

VIII. Quality Assurance and Improvement Program

As reported by staff, state law requires Internal Audit to have an active quality assurance and improvement program, which includes periodic self-assessment and external assessments. The assessment aims to determine whether the internal audit function follows the International Professional Practices Framework's (IPPF) mandatory guidance. The Audit committee previously recommended that the audit be completed using the self-assessment with independent validation option. As a follow-up, staff worked with the Committee Chair Stegall-Jones to select the following QAR team members:

- Lead – Doug Horr, Associate Vice Chancellor – Audit, Risk, and Compliance, Vanderbilt University
- Member – Kayla Faulkner, Assistant Director – Internal Audit, Virginia Community College System
- Member – Brian Daniels, Chief Audit and Compliance Officer, University of Tennessee
- Alternate: Amy Wilegus, Director – West Tennessee Audit, University of Tennessee

The review and report will be completed during the 2023 calendar year.

IX. Other Business

No other business was brought before the committee.

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

At the request of the Committee Chair, the Audit Committee adjourned to Executive Session to discuss active audits and enterprise risk management.

XI. Adjournment

The meeting was adjourned at the conclusion of the Executive Session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 17, 2023

ITEM: 2024 Board Meeting Dates

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer
Board Chair

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 quarterly meetings for 2024.

Proposed Board of Trustees 2024 Meeting Schedule:

Friday, February 16, 2024
Friday, May 24, 2024
Friday, September 13, 2024
Friday, November 15, 2024

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

MOTION: I move that the Board of Trustees adopt the resolution for the 2024 Board of Trustee Meeting dates.

RESOLVED: The Board of Trustees adopts the 2024 Board of Trustee Meeting dates calendar as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 17, 2023

ITEM: Approval of College of Medicine and College of Pharmacy
FY24 Tuition

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Michel Beaver
Associate Vice President for Tax and Revenue

The Quillen College of Medicine is not requesting tuition increases for the 2023-24 academic year. However, the College of Medicine is requesting the implementation of a special tuition rate for a new accelerated track program available to students newly admitted. Named Tri-Trails, this program provides selected students with the ability to complete the medical school curriculum within three years instead of the usual four, followed by a match into one of five primary care residency programs at Quillen in Family Medicine, Internal Medicine, or Pediatrics. Students accepted to Quillen apply to be considered for the Tri-Trails program prior to matriculation. The proposed annual tuition of \$41,952 for Tri-Trails students will be 1.15 times the traditional medical student tuition rate and will increase with any future traditional student increases. The Tri-Trails rate would be assessed during the M2 and M3 years for those students to cover the costs of implementing the compressed curriculum timeline for these students. This accelerated tuition rate is comparable in amount to other medical schools that provide similar tracks. Overall, the accelerated program option at Quillen allows students to complete medical school in less time with less cost.

The Gatton College of Pharmacy is not requesting tuition increases for the 2023-24 academic year. The College is committed to minimizing costs and promoting affordability for its largely underserved student body. The College of Pharmacy conducted a peer tuition assessment which shows a 5-year mean annual increase of 2 percent; however, the College is requesting no increase for tuition for FY24. The College will rely on funding from expense reductions (voluntary faculty buyout) and reserves to balance their budget while continuing to pursue appropriation assistance from the state.

Consistent with university policy, the program service fee will increase as applicable with the main campus fee increase.

	Tuition	Program Service Fees
Quillen Traditional M1 – M4	\$36,480	TBD
Quillen Tri- Trails Accelerated M2 & M3	\$41,952	TBD
Gatton P1 - P4	\$38,674	TBD

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

RESOLVED: The proposed tuition for the College of Medicine and the College of Pharmacy for 2023-24 is approved as presented in the meeting materials contingent on the approval of the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 17, 2023

ITEM: Approval of Housing and Meal Plans for FY24

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Michel Beaver
Associate Vice President for Tax and Revenue

The proposed 2023-24 rates for Housing are based on increased costs for utilities, maintenance, custodial, and staffing; renovations; demand; amenities; and affordability. Housing will also be increasing rates for summer use by students and camps. Summer rates have not increased in a number of years.

A comparison of current (2022-23 academic year) housing rates for Tennessee public institutions may be found below:

2022-2023 Housing Rates for Public TN Institutions								
Residence Halls					Apartments			
Institution	Double/ Shared Occupancy : Low	Double/ Shared Occupancy : High	Private: Low	Private: High	Double Occupancy: Low	Double Occupancy: High	Private: Low	Private: High
APSU	\$3,255.00	\$3,850.00	\$4,070.00	\$4,820.00	\$3,940.00	\$4,100.00	\$3,940.00	\$4,125.00
ETSU	\$2,035.00	\$3,335.00	\$3,052.00	\$5,340.00	\$3,320.00	\$4,070.00	\$2,965.00	\$3,700.00
MTSU	\$2,390.00	\$2,942.00	\$3,061.00	\$3,440.00	\$3,153.00	\$3,976.00	\$3,457.00	\$3,564.00
TSU	\$1,979.00	\$2,104.00	N/A	N/A	\$3,272.00	\$3,272.00	N/A	N/A
TTU	\$2,580.00	\$4,070.00	\$3,378.00	\$5,040.00	N/A	N/A	N/A	N/A
Memphis	\$2,330.00	\$3,010.00	\$2,870.00	\$3,550.00	\$2,690.00	\$4,440.00	N/A	N/A
UT-Chatt.	N/A	N/A	N/A	N/A	\$2,814.00	\$4,328.00	\$4,653.00	\$4,653.00
UT-Knoxville	\$2,900.00	\$3,605.00	\$4,175.00	\$4,945.00	\$3,525.00	\$5,175.00	\$4,945.00	\$4,945.00
UT-Martin	\$1,966.00	\$1,966.00	\$2,522.00	\$2,803.00	\$3,293.00	\$3,460.00	\$2,221.00	\$3,919.00

The proposed adjustment to meal plan rates is based on market increases as projected by Sodexo, ETSU's food service provider. It should be noted that the meal plan cost to students below do not fully fund inflationary costs passed on by the contracted food service provider. These inflationary factors

will be addressed in subsequent years. Business and Finance staff prepared a meal plan price comparison to other Tennessee public universities and ETSU remains low compared to other institutions. Other unlimited seven day plans with dining dollars range from \$7.95/meal to \$5.64/meal compared to \$5.76/meal at ETSU. Only one university is priced lower than ETSU.

FY23-24 Auxiliary Unit Non-Mandatory Charge Request						
Description	Current	Proposed	Increase	Prior Increase	Revenue Generated	Justification
Residence Halls	\$2,035 - \$5,340	\$2,135 - \$5,600	\$100-\$260/term or 5.63% average	\$0	\$395,000	Housing is a 100% auxiliary enterprise operation.
Apartment	\$2,965 - \$4,070	\$3,125 - 4,270	\$160 - \$200/term or 5.28% average	\$0	\$496,000	Housing is a 100% auxiliary enterprise operation.
Silver 7 day Any Time Meal Plan	\$1,915	\$1,975	\$60/term - 3.13%	\$55/term	Revenue passed through to Sodexo	The Sodexo contract increase is 8.45% 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 2023-24 is approved as presented in the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 17, 2023
ITEM: Revisions to the FY 2022-2023 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 2022-2023 audit plan since the last meeting.

Additions

FWA 23-04 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 23-05 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Tennessee Tech Quality Assurance Peer Review – Martha Winegar, Associate Director of Internal Audit, was selected as a peer review team member.

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 2022-2023 are approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 17, 2023

ITEM: Prestigious Awards Office Update

PRESENTED BY: Dr. Christopher Keller
Dean of Honors College and Senior International Officer

Staff will provide an update on the development of the Office of Prestigious Awards at ETSU. Currently housed in the Honors College, the Office of Prestigious Awards helps to identify, advise, and assist all ETSU students who wish to pursue a Prestigious Award. Prestigious Awards are generally defined as scholarships and fellowships available to all college students nationally, funded by sources outside of ETSU, including foundations, government agencies, and private companies. Awards criteria vary but generally include academic performance, service, research, and foreign language skills as well as unique elements important to the sponsoring organization.

In addition to the update on the Office of Prestigious Awards, staff will present profiles of two ETSU students who have applied for awards in the recent past: Piper Floyd (Goldwater Scholarship Awardee in 2022) and Jessica Rodriguez-Potter (Critical Language Scholarship Sem-Finalist in 2023). Their stories will help shed light on how ETSU can support students on their pathways to success with Prestigious Awards.



The Honors College at ETSU

Prestigious Awards Presentation

Create a Remarkable Story

Christopher Keller
Dean, Honors
College



Prestigious Awards, or Nationally Competitive Scholarships

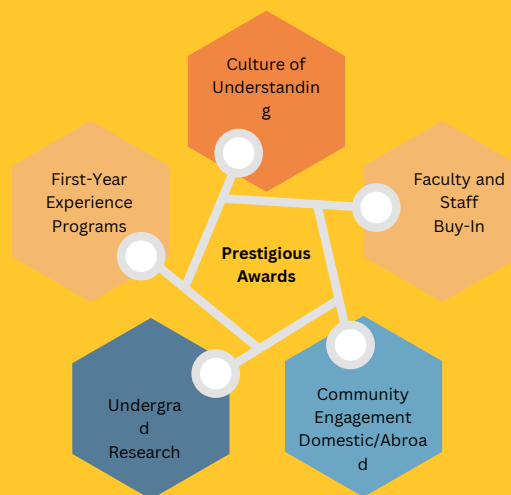
PRESTIGIOUS AWARDS

Awards funded by sources outside of ETSU, including foundations, government agencies, and companies. Awards criteria vary but generally include academic performance, service, research, and foreign language skills as well as unique elements important to the sponsoring organization.

EXAMPLES OF PRESTIGIOUS AWARDS

- Rhodes Scholarship
- Goldwater Scholarship
- Critical Language Scholarship
- National Institutes of Health-Oxford-Cambridge Scholars Program
- Harry S. Truman Scholarship
- Thomas R. Pickering Foreign Affairs Fellowship
- Princeton in Africa

Institutional Ecosystem Required for Prestigious Awards "Success"



Student Profiles

Jessica Potter
Social Work Major
CLS Semi-Finalist

Photo
Forthcoming

Piper Floyd
Computing Major
Goldwater Awardee

Photo
Forthcoming



CREATE A REMARKABLE STORY



Thank You!
Christopher Keller
kellercj@etsu.edu

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 17, 2023

ITEM: ETSU Athletics Update

PRESENTED BY: Dr. Richard L. Sander
Athletic Director

Staff will provide an update to the Board of the Trustees including updates regarding:

- The National Collegiate Athletics Association (NCAA) Convention
- The Southern Conference (SoCon)
- The ETSU Athletics Department
- The Landscape of College Athletics

ETSU Athletics

Dr. Richard L. Sander
Athletic Director



EAST TENNESSEE STATE
UNIVERSITY

NCAA Convention

“We think the big tent, a large, diverse Division-I is part of that magic, and it's worth working through the issues we see today to keep it intact. However, in order to make the big tent work in a modern context, we need to develop a set of common expectations rooted in the needs of today's Division-I student-athletes, and you'll see the framework for those membership standards in this report.”

Julie Cromer – Co-Chair of the Transformation Committee



Observations

- Student-Athlete Support is the primary directive.
- Financial impact on institutions was originally projected to be more significant.
- Two-year runway for implementation.
- Board of Governors Subcommittee on Congressional Engagement.



SoCon

- The Brand Leader
 - Founded in 1999
 - Based in Greenville, SC
 - Services
 - Branding & Advertising
 - Web Design & Development
 - Marketing & PR
 - Design & Content
 - Clients
 - William & Mary
 - PowerBar
 - Dunlop
 - Clemson University



thebrandleader.com



ETSU Athletics

- Our Identity.
- Committed to creating a great experience for our student-athletes.
- Preparing our student-athletes to become productive and happy contributors to society after ETSU.



ETSU Athletics

“The executives who ignited the transformations from good to great did not first figure out where to drive the bus and then get people to take it there. No, they *first* got the right people on the bus (and the wrong people off the bus) and *then* figured out where to drive it. They said, in essence, “Look, I don’t really know where we should take this bus. But I know this much: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we’ll figure out how to take it someplace great.”

Collins, Jim. *Good to Great*. Harper Collins, 2001.



ETSU Athletics

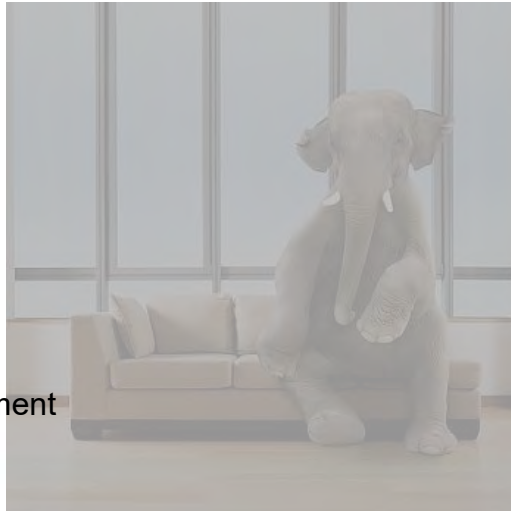
Process and Plans

- Professional development
 - Core Values
 - Myers Briggs
- Evaluation
- Budgeting
- Approval processes



Landscape of College Athletics

- Transfer portal
- NIL
- Conference realignment



Transfer Portal

- Division I Football Players in the Portal
 - ETSU - 18 entered / 3 returned
 - University of Tennessee – 16 entered
 - Texas A & M – 29 entered
 - Alabama – 36 entered
 - South Dakota State – 1 entered
 - North Dakota State – 12 entered
 - University of Georgia – 10 entered



Sustainability

- Strategic plan
 - Facilities
 - Funding
 - Community engagement
 - Priorities
 - Title IX
 - Allocation of resources



Thank you

ETSU

Department of Intercollegiate Athletics
1081 John Robert Bell Drive
P.O. Box 70707
Johnson City, TN 37614



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 17, 2023

ITEM: ETSU Strategic Agenda Update

PRESENTED BY: Dr. Michael Hoff
University Chief Planning Officer

During the 2022 calendar year, the Board of Trustees adopted the East Tennessee State University Committee for 125 Chapter II Strategic Vision followed by the adoption of a revised strategic agenda, associated key performance indicators (KPIs), and list of peer institutions.

Staff will provide an update on implementation of the strategic agenda. Additionally, staff will provide Trustees with a demonstration of a software platform that tracks progress toward achieving the goals and outcomes included in the Board approved strategic agenda.



EAST TENNESSEE STATE
UNIVERSITY

East Tennessee State University *Strategic Agenda Implementation Update*

East Tennessee State University
February 17, 2023

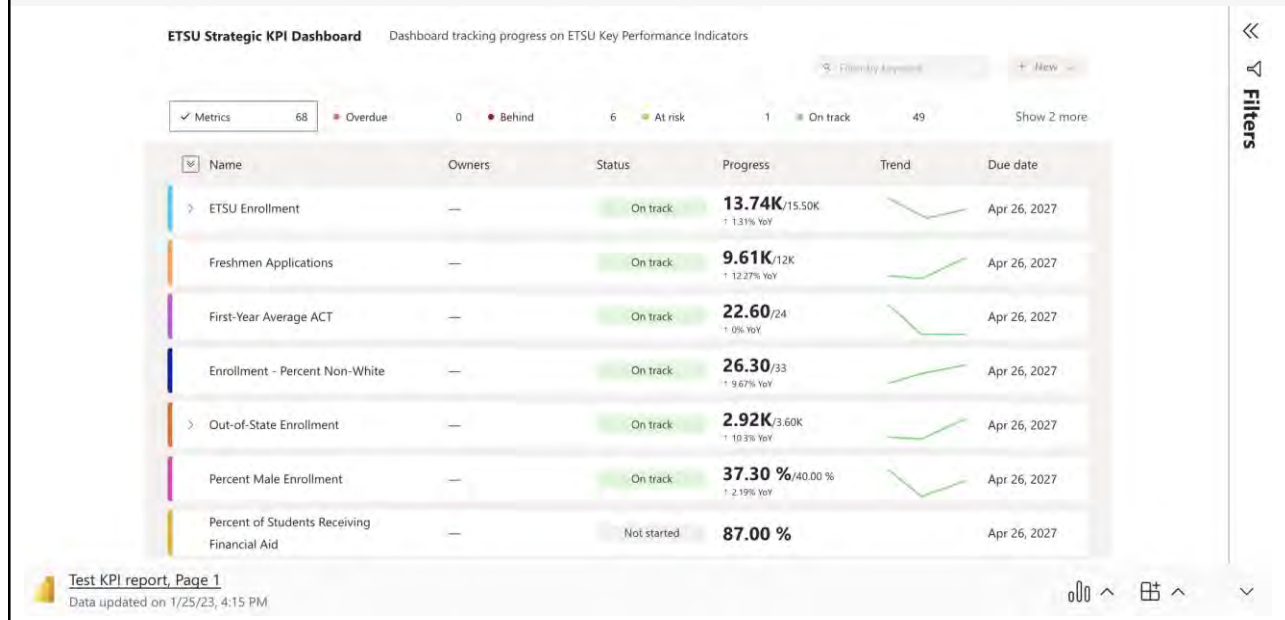


Overview

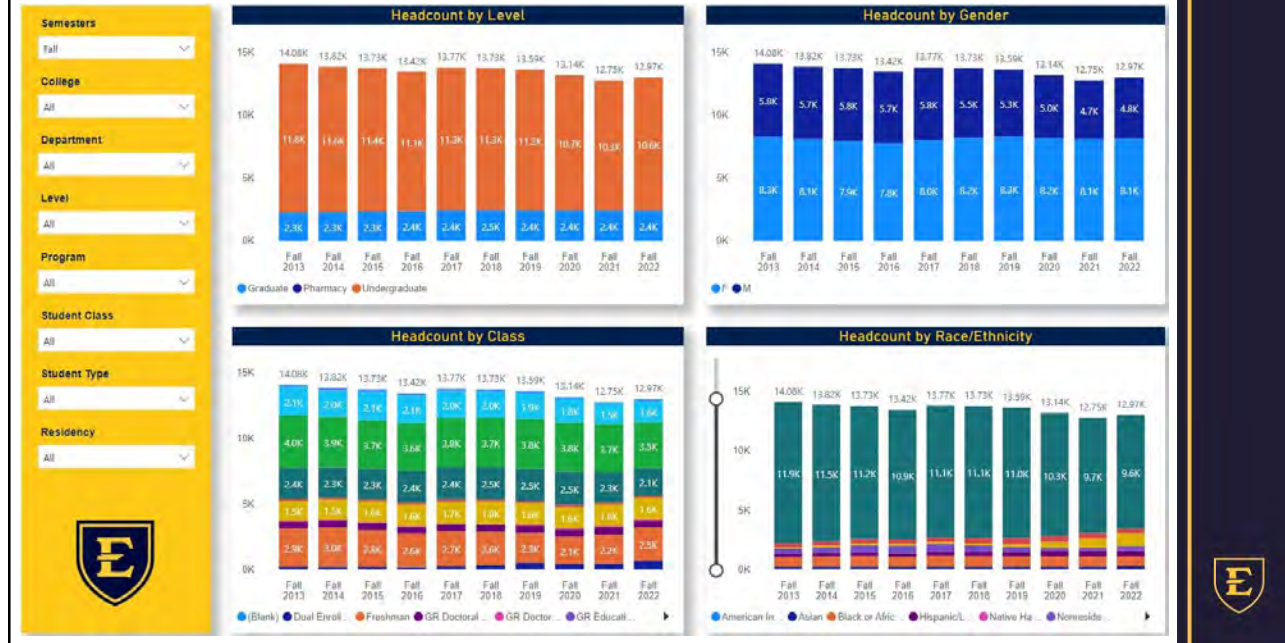
- **Actions to Support the Strategic Agenda**
 - Access and Success
 - Teaching Excellence
 - Empowered Employees
 - Research and Innovation
 - Equity and Inclusion
 - Community Stewardship
 - Fiscal Sustainability & Operational Excellence
- **Key Performance Indicators**
 - Dashboard development
- **Next Steps**



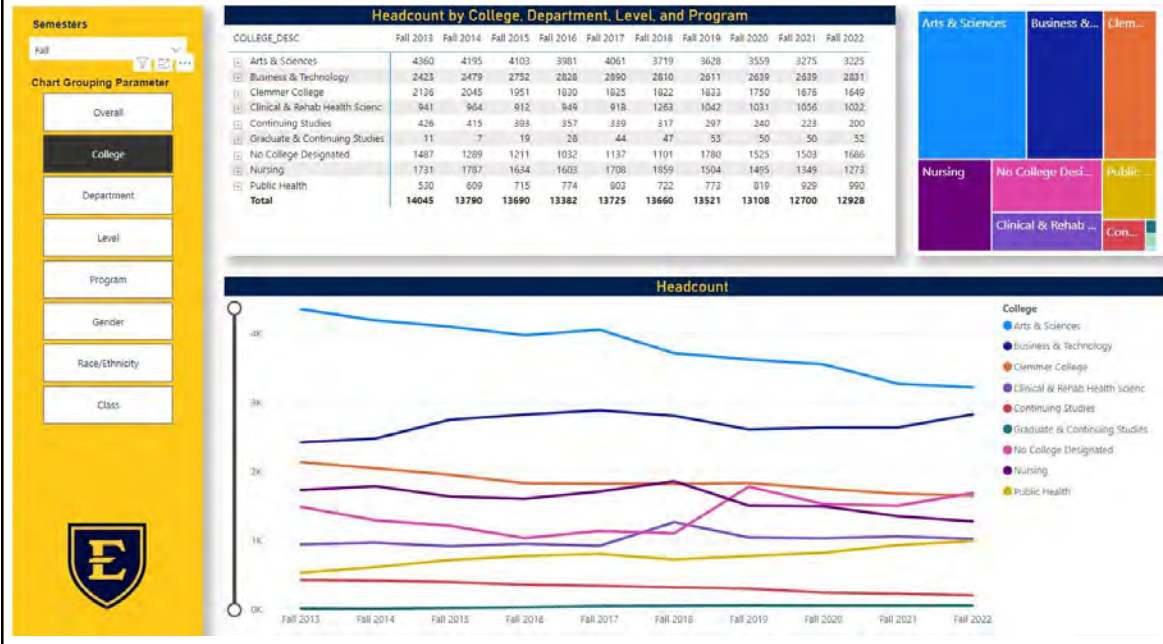
Microsoft Power BI – ETSU Public Access Key Performance Indicators



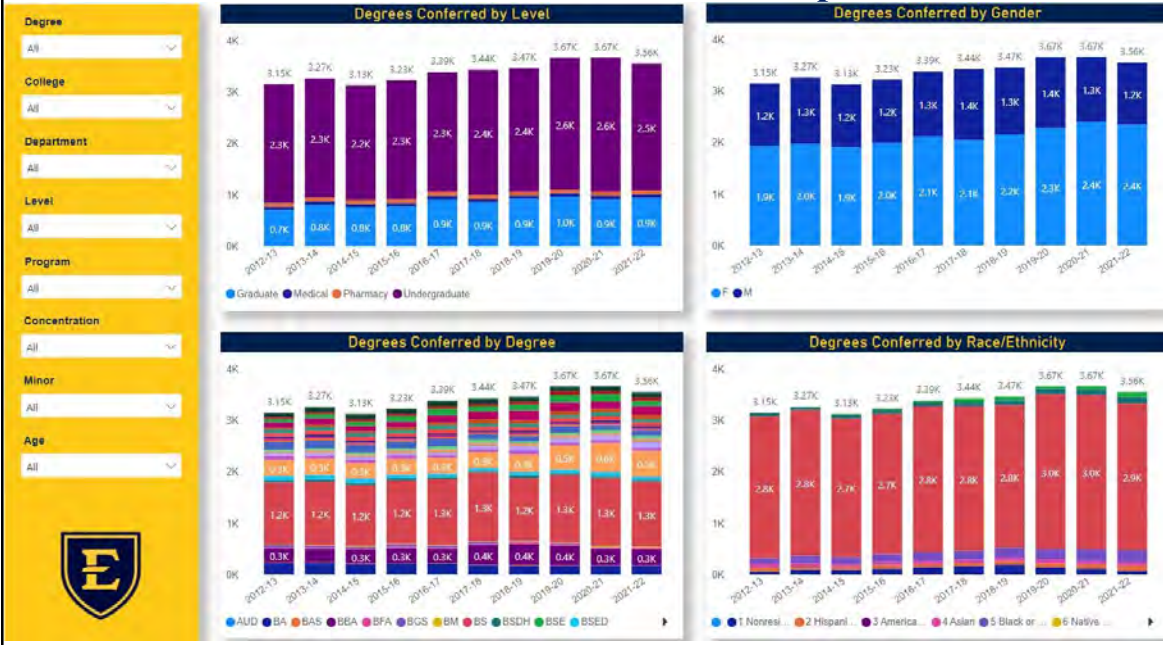
KPI Internal - Dashboard Development



KPI Internal - Dashboard Development



KPI Internal - Dashboard Development



Summary

- **The university continues to focus on the strategic framework approved by the board.**
- **The external environment continues to be competitive – but ETSU market position is strong:**
 - Enhancing academic portfolio (and rankings)
 - Increasing research recognition
 - QEP – focus on community engagement
 - Moonshot
- **Significant progress regrading KPI development and data access are allowing for strategic action deeper into the organization**
- **Major focus this spring:**
 - Operationalizing the Strategic Agenda through the implementation of improvements recommended by Huron consulting in 2022

