

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
SEPTEMBER 2024 MEETING

1:00–2:15 p.m. EDT  
Friday  
September 13, 2024

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 pursuant to [Appearances Before the Board of Trustees Policy](#)
- IV. [Approval of Minutes from May 24, 2024](#)
- 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](#)
  - A. [Minutes from May 24, 2024 Academic, Research, and Student Success Committee](#)
  - B. [Minutes from May 24, 2024 Finance and Administration Committee](#)
  - C. [Minutes from May 24, 2024 Audit Committee](#)
  - D. [Recommendation for Promotion and Tenure of Faculty](#)
  - E. [Approval of Facilities Master Plan](#)
  - F. [Audit Plan for FY25](#)
  - G. [Internal Audit Employee Profiles](#)
  - H. [Approval of ETSU Mission Profile](#)
- IX. [Go Beyond the Classroom: ETSU’s Quality Enhancement Plan Update – McCorkle/McCracken](#) (15 minutes)
- X. [Enrollment Update – Sherlin](#) (10 minutes)
- XI. President’s Report – *Noland* (20 minutes)
- XII. Other Business
- XIII. Executive Session
  - A. Discuss pending legal action (if necessary)

XIV. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Approval of the Minutes from May 24, 2024

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the May 24, 2024 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 May 24, 2024 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

May 24, 2024  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, May 24, 2024, at 1:08 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**

Sitting in for Board Chair Dr. Linda Latimer, Trustee Steve DeCarlo called the meeting to order at 1:08 p.m.

Trustee DeCarlo summarized for the board a number of major accomplishments that occurred over the course of the spring semester. Those include:

- A 97% first-time pass rate on the North American Pharmacist Licensure Examination by students in the ETSU Gatton College of Pharmacy—ranking us number two in the nation for pass rates and the highest in Tennessee
- A 98% pass rate on the NCLEX exam by students from our College of Nursing
- The 50<sup>th</sup> anniversary of broadcasting by ETSU’s NPR affiliate, WETS-FM
- The earning of a prestigious Truman Scholarship by ETSU student Trent White
- National Teacher of the Year recognition for ETSU alumna Missy Testerman, an educator with the Rogersville City Schools
- \$4 million in grants from the Opioid Abatement Council
- A total of 2,028 degrees conferred during spring commencement, including 790 students graduating with honors. That class included our 100<sup>th</sup> Roan Scholar to cross the stage and 125 military-affiliated students. Nearly 40% of the graduates were the first in their families to attend college. The commencement speaker was former ETSU student Timothy Busfield, an Emmy-Award-winning actor and director.

Trustee DeCarlo concluded his opening comments by thanking student trustee Aamir Shaikh, whose term will end on June 30. He also welcomed new student trustee Trent White.

## **II. Roll Call**

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Trustee Charles Allen  
Trustee Steve DeCarlo  
Trustee Dr. Steph Frye-Clark  
Trustee Dorothy Grisham  
Trustee Ron Ramsey  
Trustee Melissa Steagall-Jones  
Trustee Tony Treadway

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

## **III. Public Comments**

No individuals were signed up to speak to the board during the public comment period.

## **IV. Approval of Minutes from February 16, 2024**

The minutes from the February 16, 2024, meeting of the Board of Trustees were approved as submitted, with Trustee Charles Allen making the motion to approve and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously.

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

Trustee Charles Allen reported on behalf of the Academic, Research, and Student Success Committee. He told the board that the committee approved promotion and tenure for 54 faculty members. The committee also approved the landmark academic restructure proposal, the first such realignment on campus since 1977-78. The committee heard updates on financial aid and enrollment including an update on how ETSU has responded to the federal government's mishandling of the FAFSA form and how we are communicating with new students who are affected by the problem. Finally, the committee was updated on research activities taking place at ETSU.

## **VI. Report from the Finance and Administration Committee**

Trustee Ron Ramsey reported on behalf of the Finance and Administration Committee. He indicated that the committee approved the spring estimated budget for FY24 and proposed July budget for FY25. The committee received a financial update which compared operating revenues and expenses for the current year with the prior year. The committee reviewed the quarterly report of agreements and contracts over \$250,000 for the period of January through March 2024. The committee approved the capital budget submittals and disclosures for FY25. as well as reviewed proposed tuition and fees for FY25 at its January and April meetings.

Trustee Ramsey then asked Ms. Christy Graham, Chief Financial Officer, to present the proposed tuition and mandatory fees for academic year 2024-25 to the full board. She told the board that the Tennessee Higher Education Commission's budgetary model for FY25 was built on flat enrollment with a 4% outcomes growth and inflationary adjustment, which equated to \$1.2 million for ETSU. Governor Bill Lee's proposed budget for an expenditure increase and a partially funded 3% salary pool was \$5 million. In making the recommendation for tuition and fees, Ms. Graham said, ETSU considered the total cost of attendance. Tuition and fees increased by 2.85% in FY24. ETSU also looked at a comparison of tuition and mandatory fees with the other state universities. Further, ETSU is engaged in ongoing analysis of all units across the university to identify ways to improve services, reduce costs, and allow assets to be used more effectively for students. Ms. Graham also reviewed THEC's binding tuition and mandatory fee ranges. She said the commission proposed a zero to 4% tuition and mandatory fee limit at its November 2023 meeting. That was amended at the commission's May 2024 meeting as the commission voted to approve a zero to 5.5% binding limit. Other factors considered in recommending tuition and mandatory fee rates at ETSU included projected student enrollment and university enrollment goals and market and cost factors for higher education. Ms. Graham reported that the Higher Education Price Index shows inflation for colleges and universities rose 4.5% for FY23. She added that ETSU's proposal for increases in tuition and mandatory fees was posted for formal comment from April 5 through April 22.

Ms. Graham told the board that ETSU is now proposing a 5.25% increase in tuition and mandatory fees for all classes of undergraduate students on the main campus: 5.36% in tuition and 4.8% in fees. This equates to a total increase to the full-time undergraduate student of \$213 per semester for tuition and \$48 per semester for fees. Ms. Graham reminded the board that tuition increases over the past five years have included two years at 0% increase. The university is also recommending an additional \$15 increase for new out-of-state students and a similar increase for graduate tuition. Assuming flat enrollment, this should result in an increase in revenue of \$5.4 million. This money, Ms. Graham said, will help fund ETSU's portion of the salary pool of \$2.2 million, an additional \$1.6 million salary pool to address FLSA and other salary needs, as well as

increased benefit costs, faculty tenure and promotion, and other inflationary increases. Ms. Graham said a review of tuition and fees shows that ETSU is still an affordable option for public education in the state of Tennessee.

Chairman DeCarlo asked for a motion to approve the amended proposed increases in tuition and mandatory fees for 2024-25 of 5.25% in accordance with the governor's budget and the Tennessee Higher Education Commission's binding tuition limit.

Trustee Grisham made the motion to approve, and it was seconded by Trustee Ramsey. Before the vote was taken, Trustee Treadway noted that over the past five years, tuition and fee increases have averaged out to less than 2% per year, according to figures calculated by Trustee Allen. There being no further discussion, a voice vote was taken, and the motion passed unanimously.

## **VII. Report from the Audit Committee**

Committee Chair Melissa Steagall-Jones reported that the Audit Committee reviewed several charters and policies during its meeting and that there were no suggested changes to any of those. The committee then heard a report on recently completed audits.

The only action item to come before the committee involved the approved addition of three instances of potential fraud, waste, or abuse to the Audit Plan and the deletion of the Northeast Tennessee Community Health Centers audit from the plan because of the postponement of Voyager implementation.

Trustee Steagall-Jones told the board that Ms. Christy Graham, Chief Financial Officer, reviewed the annual audited financial statements from the Comptroller of the Treasury, showing that ETSU is in good financial condition. ETSU received an unqualified opinion on that audit.

## **VIII. Consent Agenda**

Chairman DeCarlo then called the board's attention to the Consent Agenda that included several routine items as well as items acted upon during the morning's committee meetings. Chairman DeCarlo asked if there were any items on the Consent Agenda that needed to be pulled for discussion and consideration by the full board.

In light of the action the board took to amend and approve the 5.25% tuition and mandatory fee increase, Trustee Ramsey made the following amended motion for the board's consideration: that the Board of Trustees amend the Finance and Administration Committee's proposal approved during its April 5 called meeting and adopt the following resolution: that the proposed total salary pool of 4% for 2024-25 be approved as presented.

Trustee Grisham seconded the motion. It passed unanimously.

Chairman DeCarlo then asked for a motion to approve the full Consent Agenda as amended. Trustee Steagall-Jones moved that the Consent Agenda be approved, and Trustee Allen seconded the motion. It passed unanimously.

## **IX. Quillen College of Medicine Celebrating 50 Years**

Dr. Bill Block, Vice President for Clinical Affairs and Dean of the College of Medicine, gave a brief summary of the history of the college, in light of the fact that March 12, 2024, marked 50 years since the Tennessee General Assembly passed legislation, over Governor Winfield Dunn's veto, to establish the college.

Dr. Block recognized a number of prime movers in the medical school movement, including Congressman Jimmy Quillen; Dr. D.P. Culp, ETSU's fourth president; John Lamb, who was Dean of the ETSU College of Health; Ned McWherter, Speaker of the House when the legislation passed; State Representatives P.L. Robinson, Gwen Fleming, and Bob Good; Senator Marshall Nave; local attorney Mark Hicks; local internal medicine physician Dr. Charles Ed Allen; and *Johnson City Press-Chronicle* Publisher Carl A. Jones. Dr. Block emphasized the regional cooperation that made the College of Medicine possible and highlighted the signing of the Teague-Cranston Act by President Richard Nixon in 1972, which opened the door for our partnership with the Veterans Administration Hospital at Mountain Home.

Dr. Block reported to the board that the Quillen College of Medicine has now graduated 2,475 physicians, from 43 graduating classes. Around 1,000 of those physicians practice here in our region.

Dr. Block noted that the Quillen College of Medicine's original mission is still in force today: to educate future physicians, especially those with an interest in primary care, to practice in underserved rural communities.

In describing how the college is fulfilling that mission, Dr. Block pointed to the following:

- Quillen is in the 90<sup>th</sup> percentile of medical schools with graduates practicing primary care, according to the American Association of Medical Colleges
- Quillen receives nearly 3,800 applications per year for the available 78 seats



- *U.S. News & World Report* ranks Quillen as number nine in the country for “Medical Schools with the Most Graduates Practicing in Medically Underserved Areas”
- Quillen is in the 96<sup>th</sup> percentile of medical schools with students who plan to participate in military service, also according to the AAMC
- Quillen physicians conduct more than 370,000 patient visits every year
- Quillen’s clinics provide in excess of \$3.2 million per year in uncompensated health care to the people of the region

Dr. Block indicated that Quillen enrolls 78 M.D. students per year, with a total of 307 currently enrolled. There are now 40 Ph.D. candidates in Biomedical Sciences, 240 resident and fellow physicians, and 250 faculty.

Further, Dr. Block said that as part of ETSUHealth, the Quillen College of Medicine is the exclusive provider of neonatal and pediatric intensive care at Niswonger Children’s Hospital. Quillen provides all of the trauma surgeons to the Johnson City Medical Center and covers all of the surgical intensive care unit. Quillen faculty members are serving at the Regional Cancer Center in Johnson City, and we provide the staff for the St. Jude affiliate at Niswonger Children’s Hospital. In addition, Perinatal Center obstetrical care is provided 24/7 by Quillen obstetricians at JCMC. We also staff orthopedic trauma, all of the plastic surgery call for the trauma center, and all of the pediatric surgery.

Looking ahead to the next 50 years, Dr. Block told the board that the college hopes to pursue and strengthen the same mission it has had for the past 50 years. He said the college looks forward to the construction of an integrated health sciences building to provide the next level of service to the region. Dr. Block added that the college hopes to enhance underserved medicine not only throughout the Appalachian region but also globally, in countries such as Zambia, Kenya, Belize, and others. At home, Dr. Block said, we continue to strive to be the practice of choice, through enhanced partnerships and a focus on quality and service. To help provide the workforce for the future, Dr. Block indicated that graduate medical education programs will need to be expanded, and the College of Medicine’s class size will need to be larger.

Dr. Block concluded his presentation by reiterating the college’s appreciation to those who had the vision to start a medical school in Johnson City.

## **X. President’s Report**

President Noland’s report covered these general topics: access and success; budget and strategic initiatives; a legislative update; the changing landscape of college athletics; the

public perception of higher education; and successes of 2023-24. Dr. Noland underscored the original and ongoing mission of the university, as first articulated by founding president Sidney G. Gilbreath. President Gilbreath recognized four general principles within his goal of improving the quality of life for the people of the region and beyond. Those principles were: regional service; scholarship; the study of education as a science; and a knowledge of the conditions and needs of the state. Dr. Noland commented that the previous presentation about the 50-year history of the Quillen College of Medicine is a perfect example of the fulfillment of that original mission.

Access and Success: President Noland reviewed the FAFSA challenges that ETSU has faced and is facing and commended Dr. Heather Levesque and her staff for meeting these challenges so well through outreach to students. Dr. Noland reiterated the fact that Tennessee leads the nation in FAFSA completions. While that is good news, he said, the down side is the fact that fewer than 50% of this year's high school seniors have completed the FAFSA. He added that fewer than 23% of low-income students have completed the FAFSA.

Dr. Noland shared with the board figures on college-going rates in Tennessee and reminded the board of the intervention work that ETSU is doing in P-20. We are continuing to meet regularly with high school principals and superintendents to deepen connections with our secondary partners. President Noland noted, though, that the college-going rates reported to the board reflect the period before the FAFSA difficulties. (Those rates for 2022 were 54.3% across Tennessee and 53.3% in Northeast Tennessee.)

Dr. Noland then discussed some of the public and private benefits of higher education. He presented a chart indicating major wage differentials in Tennessee, moving from citizens who did not finish high school through those who completed a high school diploma or GED, those who completed some college, and those who completed associate, bachelor's, and graduate degrees. Likewise, an accompanying chart Dr. Noland presented shows unemployment rates dropping significantly as educational attainment rises. He stated that these figures, just from an earnings perspective alone, show that the best investment a family can make is an investment in their children's educational future. Further, President Noland pointed out that earnings are just one part of the equation and that as educational attainment increases, so does life expectancy: College graduates live, on average, 8 ½ years longer than those who did not graduate from college.

Dr. Noland then turned his attention to retention, reporting that ETSU's fall-to-spring persistence has begun to rise again after the COVID downturn. Based on this retention information, our persistence numbers, and application data, we project to be up, overall, by about 218 students this fall. This will be the first time that we project crossing over the 14,000-student threshold since pre-COVID.

Select Strategic Initiatives: Dr. Noland began this section of his report by sharing some national data on higher education, including results from the *Inside Higher Education* President's Survey showing that 53% of presidents believe their institutions have too many academic programs for anticipated levels of enrollment and that some programs need to close. In that light, President Noland told the board that its approval of our academic restructuring proposal indicates a forward-thinking approach to programming.

President Noland announced that the process of implementing the new academic structure is now beginning. Directly related to that restructuring is the resetting of the university budget, led by Chief Financial Officer Christy Graham over the course of the summer. From a facilities perspective, in addition to the construction of the new academic building, Burleson Hall is being renovated, as are residence halls. At the same time, we will begin the process of preparing for the renovation of Brown Hall this summer.

Dr. Noland then returned to the subject of academic restructuring, noting that in 2022, the Board of Trustees approved an update to the work of the Committee for 125, including the need to update our academic portfolio. That work has taken place over the last two years, and the new academic structure will also allow us, within the Continuing Studies unit, to focus on those individuals in the community with some college but no degree. And it will allow us to outreach to business and industry to replicate the BlueSky Initiative in the Tri-Cities. Dr. Noland told the board that our region and our state will benefit from the restructuring through such initiatives as a STEM school, to help address Tennessee's 3.5% gap in labor supply and a labor workforce shortage of more than 600,000 new jobs in the state between now and the end of the decade.

Operating budget: Dr. Noland told the board that it runs a \$470 million enterprise, with 2,600 faculty and staff. Dr. Noland highlighted the increase in state appropriations, indicating that a decade ago, the percentage was in the upper 30s. He said the state of Tennessee has been very generous in its support of post-secondary education. President Noland added that ETSU's Composite Financial Index has doubled over the past year.

Dr. Noland then reviewed the 2024-25 budgetary recommendations from the Tennessee Higher Education Commission and the 2024-25 Governor's budget recommendation. In the area of capital support, he emphasized that only one institution in the state of Tennessee received capital funding this year, and that was the University of Tennessee at Chattanooga. Dr. Noland said that in the case of Brown Hall, ETSU is in a fortunate position because half of that building project has already been funded. This project will be resubmitted to THEC for potential funding by the General Assembly during the next legislative cycle.

In the area of facilities, Dr. Noland indicated that the University Commons project should be completed by this fall. In September, the Board of Trustees will be asked to take

action on the strategic facilities master plan, which includes a parking study, new building site options, and the Greek village concept.

Dr. Noland thanked the board for the action it took previously in the meeting on fees and the salary pool. The expanded salary pool will help the university address the changes upcoming in the Fair Labor Standards Act as well as other salary priorities.

Dr. Noland also thanked Dr. Karen King, Christy Graham, and Lori Erickson and their staffs for positioning us to be ready to go live with the Voyager project. He emphasized that implementation has been paused so that we get it right rather than simply getting it fast. He added that work on our classification and compensation structure was paused in the spring to focus on Voyager, but the work will pick back up over the summer. Dr. Noland shared some examples of what new job families might look like. He said that work is continuing on ETSU's budget model review, to achieve a base budget reset incorporating the academic restructuring changes to ensure that current resources are aligned with university priorities and needs. He told the board that this work is important because of the need to improve faculty and staff salaries, and he shared comparison data from peer institutions. He stated that our focus for the year is to create opportunities to make investments in faculty and staff salaries and to restructure, through a classification and compensation revision, the manner in which staff salaries are allocated.

Legislative update: Dr. Noland reported that although this year's session of the Tennessee General Assembly was fairly active, but in the end, results were minimal. Investments were made in our institutions, Dr. Noland said, and from his perspective, perhaps the most important thing that happened was the formal and final recognition of the Gatton College of Pharmacy as a non-formula unit.

The changing landscape of college athletics: Dr. Noland provided an update on the House (NIL), Hubbard, and Carter lawsuits against the NCAA that relate to the compensation of student-athletes. He said the impact of the House resolution, if it does come to closure, is that it releases the NCAA from forward-looking antitrust claims, and it ensures that student-athletes have the opportunity to receive benefits in a backwards way and in a forward way for their name, image, and likeness. What this means for ETSU, Dr. Noland said, is that the revenue we receive, passed through our conference from the NCAA and their revenue distribution, will be reduced by \$2.9 million over the next decade, which equates to a reduction of some \$290,000 to our athletic department's annual operating budget. But Dr. Noland stressed that the real impact involves changes to the ability of institutions to operate NIL, changes to revenue-sharing at the Power 5 level, and also changes to the manner in which scholarships and equivalencies are reset.

President Noland then engaged in some comparisons indicating that public perceptions of higher education often do not equal reality. For example, he said, according to headlines, the cost of college is exploding, but the reality is that the inflation-adjusted net cost of

attending college has declined from 2.6 to 4% annually since 2019. Another headline message is that students are increasingly basing their decisions on cost, but from 2019 to 2021, the institutions that saw the largest enrollment declines were the lowest-cost ones. Another headline message is that a college education equates to lifelong debt, but Dr. Noland pointed out that fewer than half the students who recently graduated from ETSU had any debt at all. Their average debt burden was \$19,000, which is \$2,000 less than it was five years ago. That debt remains below the national average. Dr. Noland added that he presents these numbers and others like them throughout the President's Report section of the agenda because we need Board of Trustees members to help tell the story of ETSU. He emphasized that the headlines in the newspaper are not the headlines at ETSU. Some 40% of our students are first-generation, a significant proportion are Pell Grant recipients, and they are moving into jobs in this region.

Successes of 2023-24: Reflecting on the eventful year, Dr. Noland first noted that in December, ETSU achieved a 10-year reaffirmation by the Southern Association of Colleges and Schools Commission on Colleges with no findings or recommendations. He highlighted the Gatton College of Pharmacy's NAPLEX pass rate, which was number one in Tennessee and number two in the nation. The ETSU College of Nursing achieved a 90% pass rate on the 2023 NCLEX, and our Q1 2024 score was 97%. Further, the university set a record for freshman enrollment in the fall of 2023. Housing is at record capacity, with 3,400 students expected to live on campus this fall—the highest number in the history of the university. Above all, Dr. Noland told the board, is the importance of ETSU's impact on people—in many cases people many institutions would never give a chance to. He illustrated his point with a success story from the Access ETSU program.

Dr. Noland closed his presentation with another note of celebration, announcing that ETSU's men's tennis, women's tennis, men's golf, and women's golf teams all won Southern Conference championships this year. The men's golf team, at the time of the board meeting, was in Carlsbad, California, competing for the national championship for the fourth consecutive year.

Dr. Noland then thanked the Board of Trustees for the faith it has placed in ETSU's faculty and staff, for recognizing the need to pause Voyager, and for the decision to establish and enhance the salary pool so that we can make investments in our faculty and staff.

## **XI. Action Item: Resolution of Appreciation for Aamir Shaikh**

Trustee Shaikh was unable to attend the board meeting. Dr. Noland announced that his service as a member of the Board of Trustees was recognized during the board's luncheon. Trustee DeCarlo asked for a motion to move forward with a resolution of appreciation for Trustee Shaikh. Trustee Grisham moved that the resolution be approved, and Trustee Steagall-Jones seconded the motion. It passed unanimously.

## **XII. Action Item: Student Trustee Selection**

Dr. Noland reported that Mr. Trenton (Trent) White, the Student Trustee selection, was unable to be present for the meeting because he was attending his onboarding process for the Truman Scholarship. Dr. Noland presented his name for the board's consideration as Student Trustee for the 2024-25 academic year, noting that Mr. White is a first-generation student from Unicoi County. He is a Roan Scholar, a political science major, and is active in the university's mock trial program. In making the recommendation, Dr. Noland told of his joy in watching Mr. White learn that he had been selected for the very prestigious Truman Scholarship. Trustee Steagall-Jones made a motion that Mr. White be selected as the new Student Trustee, and Trustee Dr. Frye-Clark seconded the motion. It passed unanimously.

## **XIII. Other Business**

There was no additional business to come before the board.

## **XIV. Executive Session**

There was no need to convene in executive session.

## **XV. Adjournment**

Trustee Ramsey moved to adjourn the meeting at 2:17 p.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 13, 2024

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board 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: September 13, 2024

ITEM: Approval of the Minutes from May 24, 2024

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the May 24, 2024 meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the May 24, 2024 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

May 24, 2024  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, May 24, 2024, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

**I. Call to Order**

Trustee Charles Allen, substituting for Committee Chair Janet Ayers, called the meeting to order at 9:00 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Trustee Charles Allen  
Trustee Dr. Steph Frye-Clark  
Trustee Tony Treadway

Other Board of Trustees members in attendance were Dorothy Grisham, Steve DeCarlo, Ron Ramsey, Aamir Shaikh, and Melissa Steagall-Jones.

**III. Approval of the Committee Minutes from February 16, 2024**

The minutes from the February 16, 2024, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Dr. Steph Frye-Clark making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

**ACTION ITEMS**

**IV. Promotion and Tenure of Faculty Members**

Provost Dr. Kimberly McCorkle gave a brief description of the promotion and tenure process at ETSU. A total of 54 faculty from nine of ETSU's colleges were recommended for promotion and tenure by President Noland and Provost McCorkle.

Trustee Frye-Clark made a motion to approve the promotion and tenure recommendations as presented, and Trustee Treadway seconded the motion. It passed unanimously.

## **V. Approval of ETSU Academic Restructure Proposal**

Provost McCorkle presented to the committee the final proposal for the academic restructure of the university. She indicated that the process has taken almost two years to complete, and she praised the work of the highly representative, 26-member task force, chaired by Dr. Nick Hagemeyer and Dr. Virginia Foley. During the course of the review, the task force met with over 1,000 individuals. Earlier this spring, both the Academic Council and the University Council unanimously approved the restructure proposal. Provost McCorkle told the Board that one of the guiding questions was: What college organizational structure would best serve our students to ensure they have a clear path from admission to graduation? Other considerations included the need to build on our existing strengths, the need to avoid duplication, and the need to build on our reputation as a premier health sciences institution.

Provost McCorkle told the committee that this new academic structure promises to strengthen the university's position in the health sciences while maintaining our reputation in medicine, nursing, public health, and pharmacy. It also ensures that units performing cross-college functions are aligned in administrative structures that empower their ability to serve their constituencies. It provides an academic structure that is easier for students and external stakeholders to navigate. It emphasizes signature programs and strengths of the academic portfolio. Furthermore, it aligns clusters of programs within colleges to foster collaboration.

Trustee Frye-Clark made a motion to approve the proposal as presented, and Trustee Treadway seconded the motion. It passed unanimously.

President Noland expressed thanks to Provost McCorkle, the members of the task force, Dr. Hagemeyer, and Dr. Foley for their hard work and leadership. He described their work as a "Herculean initiative" and reminded the board that the last time the university took on a comprehensive academic restructuring was in 1977-78 during President Arthur H. DeRosier's administration.

## **INFORMATION AND DISCUSSION ITEMS**

### **VI. Financial Aid and Enrollment Update**

Dr. Heather Levesque, Assistant Vice President and Executive Director of Admissions, and Ms. Catherine Morgan, Director of Financial Aid and Scholarships, provided an overview of the

challenges brought about by the federal government's launch of a new FAFSA (Free Application for Federal Student Aid). Ms. Morgan explained that, typically, FAFSA launches October 1, for the following fall semester. This year, it launched January 30, which greatly shortened processing time for institutions and impeded decision-making for students and their families. Additional delays occurred, as well as technical issues. Ultimately, financial aid awards were delayed, from November until April. As a result, hundreds of thousands of students nationally were negatively impacted.

Dr. Levesque described how ETSU tailored its communication strategies in light of these problems, particularly focusing on new students. In addition to regular communication, ETSU directly communicated with high schools and community colleges, both through a newsletter and through physical presence in those schools. The university also offered multiple webinars to answer questions from students and their families about the FAFSA and financial aid at ETSU.

Ms. Morgan indicated that a web page was created for the purpose of providing information on FAFSA updates and challenges. Messages were also placed in GOLDLINK. A consultant was engaged so that the importing of FAFSAs into the Banner student information system would go smoothly. Dr. Levesque summarized her division's efforts by saying staff took an extremely challenging situation and did the best that they could to work with it. She added that she feels really good about where we are as we look to the fall.

Dr. Noland commented that less than half of Tennessee's high school seniors had completed the FAFSA, and the state is number one in the nation. He underscored the critical nature of FAFSA as an entry point to lottery scholarships, Tennessee Promise scholarships, and Pell grants.

## **VII. Research Update**

Dr. Nick Hagemeyer, Vice Provost for Research, reviewed the research and scholarship vision as articulated by the ETSU Committee for 125 Chapter II: that the university be recognized, through funding and program rankings, as one of the premier R2 research universities in the nation. Dr. Hagemeyer told the committee about recent changes in the Carnegie classification system. To achieve Research 1 status—Very High Spending and Doctorate Production—institutions must spend at least \$50 million on research and development, on average, in a single year and produce at least 70 research doctorates. To achieve Research 2 status—High Spending and Doctorate Production—institutions must spend at least \$5 million on research and development, on average, in a single year and produce at least 20 research doctorates. Dr. Hagemeyer reported that ETSU will be at \$42.3 million for fiscal year 2023.

Dr. Hagemeyer provided a brief summary of the Higher Education Research and Development (HERD) survey, conducted annually by the National Science Foundation. It ranks all institutions with \$150,000 or more in research and development expenditures. In the most

recent survey, as is normally the case, Johns Hopkins ranked number one at \$3.4 billion. The University of Charleston ranked number 637 at \$217,000. These figures were from fiscal year 2022.

At ETSU, Dr. Hagemeyer said, research expenditures have gone up approximately 82% in the last two years, placing us ahead of some of our peer institutions. In total awards for fiscal year 2023, ETSU reports \$70.4 million.

Dr. Hagemeyer concluded his remarks by spotlighting several examples illustrating the diversity and depth of research that is ongoing at ETSU, including the newly created Trail Guide Research Mentorship Program. Eighteen faculty members were in the inaugural cohort. It was a yearlong process involving five mentors experienced in successful grant writing. Some 18 proposals will be submitted for external funding.

### **GENERAL INFORMATION ITEMS**

#### **VIII. Committee Discussions**

There were no additional committee discussions.

#### **IX. Other Business**

There was no additional business to come before the committee.

#### **X. Adjournment**

Trustee Allen adjourned the committee meeting at 10:07 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Approval of the Minutes from May 24, 2024

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green  
Board Secretary

The minutes of the May 24, 2024 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 May 24, 2024 meeting 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

May 24, 2024  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, May 24, 2024, at 10:24 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 10:24 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Committee Chair Steve DeCarlo  
Trustee Charles Allen  
Trustee Dorothy Grisham  
Trustee Ron Ramsey  
Trustee Aamir Shaikh

Other Trustees in attendance were Dr. Steph Frye-Clark, Melissa Steagall-Jones, and Tony Treadway.

**III. Approval of the Committee Minutes from February 16, 2024, and April 5, 2024**

The minutes from the February 16, 2024, and April 5, 2024, meetings of the Finance and Administration Committee were approved as submitted, with Trustee Charles Allen making the motion and Trustee Steve DeCarlo seconding the motion. The motion passed unanimously.

**IV. Action Item: Approval of Tuition and Mandatory Fees for FY25**

ETSU Chief Financial Officer Christy Graham reported that in light of the changes made by the Tennessee Higher Education Commission (THEC) to their state-wide tuition and fee policy for FY25, staff has revised the original proposal that was presented to the committee at the April 5, 2024 meeting as well as what was originally presented in the packet of agenda items to the committee for this meeting. (Board Secretary Dr. Adam Green distributed an amendment

incorporating those changes.) Ms. Graham presented the adjusted recommendation for tuition and mandatory fees for the 2024-25 academic year. In doing so, she explained that the Tennessee Higher Education Commission based tuition models on a core Consumer Price Index of 4% and flat enrollment. THEC did not include a salary allocation in its request. The inflation factor for the three state-supported units at ETSU equates to an appropriation increase of \$1.2 million. Governor Bill Lee's proposed budget for an expenditure increase and a partially funded 3% salary pool was \$5 million. In recommending tuition and fees, ETSU also considers the total cost of attendance. Tuition and fees increased by 2.85% in FY24. Ms. Graham pointed out that a comparison of tuition and mandatory fees shows that ETSU continues to be comparable to other public institutions of higher education in the state and below the national average. She added that ETSU continues to look for ways to mitigate rising costs to students. Reviews of academic and administrative areas are ongoing and should identify ways to improve services, reduce costs, and allow assets to be used more effectively for students.

Ms. Graham reminded the committee that THEC proposed a zero to 4% tuition and mandatory fee limit at its November 2023 meeting. She reported that the commission revised the range at its May 2024 meeting and approved a 0 to 5.5% limit.

Ms. Graham indicated that ETSU is proposing a 5.25% increase in total tuition and mandatory fees for all classes of undergraduate students on the main campus: 5.36% in tuition and 4.8% in fees. This equates to a total increase for the full-time undergraduate student of \$213 per semester for tuition and \$48 per semester for fees.

Also recommended is a \$15 increase for new out-of-state undergraduate students and a similar percentage increase for out-of-state students in graduate tuition.

Assuming flat enrollment, Ms. Graham said this should result in an increase in revenue of \$5.4 million, which will help fund ETSU's portion of the salary pool of \$2.2 million and an additional \$1.6 million salary pool to address Fair Labor Standards Act changes and other salary needs. President Noland noted and clarified that all revenues generated from the enhanced fee level would be diverted toward salaries and benefits.

Trustee DeCarlo made a motion that the Finance and Administration Committee recommend the adoption of the following amended resolution by the Board of Trustees:

The proposed tuition increase and mandatory fees for 2024-25 of 5.25% is approved as presented in accordance with the Governor's budget and the THEC binding tuition limit.

Trustee Grisham seconded the motion. It passed unanimously.

## **V. Action Item: Approval of Spring Estimated and July Proposed Budgets**

Ms. Graham told the committee that since budgets had to be submitted to the state by May 5, the figures being presented to the committee are very similar to those presented at the April meeting. Adjustments will be made in the October revised budgets based on the new tuition rates and the salary pool.

Ms. Graham summarized the following main elements of these budgets:

- The main campus budget shows revenue, exclusive of auxiliaries, increasing in July by 4.7%. The primary increases are tuition revenue, state appropriations (increasing by \$5.1 million), and interest revenue (increasing by \$2.4 million). Auxiliary revenue is budgeted to increase by more than \$6 million. Expenses are projected to increase by 4.9%.
- Expenses by function follow past trends. Instruction moved from 40% of total expenses last year to 39% this year.
- The College of Medicine expects an increase in tuition revenue of approximately \$700,000. Expenses are decreasing due to a decrease in salaries and benefits that have shifted to Family Medicine.
- The Family Medicine revenue is increasing by nearly 10%, and correlating expenses are increasing by some 9.5%, primarily because of personnel costs that shifted from the College of Medicine.
- The College of Pharmacy's revenue is similar to the estimated spring budget, which reflects a flat amount of state appropriations and no tuition increase. Increased expenses are for accreditation purposes, and the difference will come from the college's reserves.

Trustee Grisham made a motion that these budgets be approved as presented. Trustee DeCarlo seconded the motion. It passed unanimously.

## **VI. Action Item: Capital Budget Submittals and Disclosures**

Ms. Laura Bailey, Associate Vice President for Capital Planning and Facilities Services, began by requesting the committee's approval of the Brown Hall Renovation Phase II capital outlay project. This submittal to the state will be for Phase II construction at \$49.5 million.

In the category of capital demolition, Ms. Bailey reported one request, for the chimney and support structure to be demolished at the Power House at a cost of \$225,000.



In capital maintenance, Ms. Bailey reported a total request of \$16,940,000 to be submitted to the state for possible funding. The list includes safety lighting and fire alarm system phase II; multiple roof replacements; safety steam line repairs and replacement; primary electrical repairs and replacement; exterior/structural repairs and replacement; HVAC and plumbing repairs in multiple buildings; and electrical upgrades in several buildings.

Capital disclosures total \$95,650,000 and include:

- A residence hall at \$40,000,000
- A parking garage at \$55,000,000
- Campus wide paving and repair at \$300,000
- Millennium Center parking garage elevator upgrades at \$350,000

President Noland pointed out that the items on the disclosures list are self-funded projects for possible completion in the future, for which the state requires advance notification.

Trustee Grisham made a motion that the capital budget submittals and disclosures be approved and sent to the state for possible funding. Trustee Allen seconded the motion. It passed unanimously.

## **VII. Quarterly Financial Update**

Ms. Graham presented a year-to-year comparison of the university's financial condition from March 23, 2023, to March 24, 2024. That comparison is affected by the December 2022 receipt of a state appropriation of \$20 million to fund the ERP project. This was recorded as E&G revenue as instructed by the state, and it is not recurring funding. If it were removed, instead of a \$4.3 million reduction in main campus revenues, there would be a \$15.7 million increase.

Ms. Graham reported that there was a 9% increase in College of Medicine revenue and a reduction in College of Pharmacy revenue. Pharmacy graduated a larger class than the number that had entered, and there was a reduction in tuition revenue as a result of lowering tuition. State appropriations began in October 2023 for Pharmacy.

Ms. Graham told the committee that total E&G revenue to date is up 6.5% if the ERP funds are eliminated but flat if ERP funds are included. Expenditures are increasing at a slower rate than revenue.

## **VIII. Presentation of FY22 and FY23 Composite Financial Index**

Ms. Graham explained that these ratios were originally designed for private institutions and modified for public institutions in 2002. They are intended to provide a measure of financial health. There are four ratios which are calculated and then weighted to produce a single

Composite Financial Index measure. The resources of the ETSU Foundation are included. Those ratios are: Primary Reserve, Viability, Return on Assets, and Net Operating Revenues. Ms. Graham told the committee that for FY22, ETSU's composite score was well above the average and ranked as one of the highest among Tennessee's locally-governed institutions. For FY23, comparative numbers across the state are not available, but ETSU's score increased from a 4.56 to a 6.12, which indicates that we are in solid financial condition.

#### **IX. Quarterly Report of Agreements \$250,000 or Greater**

Ms. Graham reported seven contracts and purchase orders exceeding \$250,000:

- Frontier Health: For Chair of the Department of Psychiatry
- Dillow-Taylor Funeral Home: For transport, embalming, and cremation of donated bodies
- Southwest Contract: For Buc Ridge furniture
- Belfor: For mitigation due to a freeze event
- Elsevier: For access to collections and subscriptions
- EAB Global: For Student Success Collaborative
- BSN Sports: For athletics supplier agreement

RFI/RFPs that are in process or upcoming include:

- Broker services for medical residents' health insurance
- Production company for Student Government Association major events
- Family Medicine sites custodial services

#### **X. Other Business**

There was no other business to come before the committee.

#### **XI. Adjournment**

Chairman DeCarlo adjourned the meeting at 11:22 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Approval of the Minutes of May 24, 2024

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The minutes of the May 24, 2024 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 May 24, 2024 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
AUDIT COMMITTEE

MINUTES

May 24, 2024  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, May 24, 2024, at 11:31 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 11:31 a.m.

**II. Roll Call**

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Committee Chair Melissa Steagall-Jones  
Trustee Dorothy Grisham  
Trustee Ron Ramsey  
Trustee Tony Treadway

Other Trustees in attendance were Charles Allen, Steve DeCarlo, Dr. Steph Frye-Clark, and Aamir Shaikh.

**III. Approval of the Committee Minutes from February 16, 2024**

The minutes from the February 16, 2024, meeting of the Audit Committee were approved as submitted with Trustee Ron Ramsey making the motion and Trustee Tony Treadway seconding the motion. The motion passed unanimously.

**IV. Annual Review of Charters**

Ms. Becky Lewis, Director of Internal Audit, reported to the committee that her office has reviewed the following three charters and has recommended no changes in them:

Audit Committee Charter  
Internal Audit Charter  
Compliance Charter

In addition, Ms. Lewis said, the Office of Legal Counsel and the Office of Compliance did not recommend any changes.

The committee also did not recommend any changes.

## **V. Annual Review of Policies**

Ms. Lewis reported that her office has reviewed the Internal Audit Policy and the Preventing and Reporting Fraud, Waste, and Abuse Policy and found that no amendments or changes were needed. The other two policies on the agenda are under the auspices of the Office of Human Resources, and no changes were identified. Those are the Conflict of Interest Policy and the Employee Code of Conduct Policy. The Audit Committee concurred on all four policies and did not recommend any changes.

## **VI. Action Item: Revisions to the FY2023-24 Audit Plan**

Ms. Lewis requested that the committee approve the addition of three potential fraud, waste, or abuse concerns to the plan. She also requested permission to delete the Northeast Tennessee Community Health Centers audit. It was initially a special request from the College of Nursing, but the Office of Internal Audit has been asked to postpone the audit until after the implementation of the Voyager system.

Trustee Grisham made a motion that these revisions to the Audit Plan be accepted. Trustee Ramsey seconded the motion. It passed unanimously.

## **VII. Audits and Investigations Performed February through April 2024**

Ms. Lewis summarized the results of three different audits performed during this period. The first was the annual WETS-FM audit, a requirement of the Corporation for Public Broadcasting. The Office of Internal Audit concluded that the financial statements fairly present the financial position of the radio station as of June 30, 2023, and the office issued an unqualified opinion.

The next audit was an executive-level audit of the Chief Information Officer, conducted in accordance with the annual Audit Plan. The administrator to be audited each year is randomly selected. There were no findings as a result of this audit.

The third audit completed dealt with athletics revenue, also in accordance with the annual Audit Plan. It is the first audit the office conducted under its revised procedures. There were no findings.

**VIII. Recommendation Log Status as of April 30, 2024**

Included in the committee's packet of information is a report on the status of prior audit recommendations. Ms. Lewis indicated that all of the audits on the list have either been completed or are progressing in a timely fashion.

**IX. Review of Audited Financial Statements from the Comptroller of the Treasury**

Ms. Christy Graham, Chief Financial Officer, reported that once again ETSU has received an unqualified opinion on its financial statements and the financial statements are fairly presented. ETSU has remediated all previous findings, and there were no repeat findings. Ms. Graham said the report indicates that ETSU's financial position is strong.

**X. Other Business**

There was no other business to come before the committee.

**XI. Executive Session to Discuss Active Audits, Enterprise Risk Management, and Review University Risks and Related Internal Controls**

The committee adjourned at 11:47 a.m. to go into executive session.

**XII. Adjournment**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Recommendation for Promotion and Tenure of Faculty

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

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

Promotion in rank recognizes the past achievements of a faculty member and expresses confidence in the person's ability to achieve greater accomplishments and assume increasing responsibility. Tenure is foundational to the principles of academic freedom, which is necessary for the creation, distribution, and application of knowledge. The assurances that accompany tenure allow that university faculty can responsibly engage in professional and community service, teach students to engage with empirically-sound information, and conduct research that contributes to society. In this respect, tenure and promotion are essential to the University's mission to improve the quality of life in the region and beyond. The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of recognition and permanence afforded by academic tenure.

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

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



**East Tennessee State University  
Office of the President**

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

September 13, 2024

Dr. Adam Green  
Secretary of the Board of Trustees  
East Tennessee State University

Dr. Green,

I recommend the Board of Trustees award tenure upon appointment to the individuals whose accomplishments are described below. Additionally, I recommend the promotion of a faculty member, and the correction to a faculty member's rank as presented in the Academic, Research, and Student Success Committee during the May 2024 meeting of the Board of Trustees.

**Recommended for Tenure Upon Appointment**

**Dr. Kelly Hall**

**Department of Management and Supply Chain  
College of Business and Technology**

Dr. Kelly Hall was appointed Associate Professor in the Department of Management and Supply Chain on August 15, 2024. This recommendation for Dr. Hall's tenure at the rank of Associate Professor was fully supported by faculty in the Department of Management and Supply Chain, the chair, dean, and Provost. Dr. Hall comes to ETSU from Utah Valley University, where she was appointed to a tenure-track Assistant Professor position. Prior to her time at Utah Valley University, she was a tenure-track Assistant Professor at Stetson University. Dr. Hall holds expertise in Human Resources and Organizational Leadership. She led several Women's Leadership efforts at both institutions, where she was also a Provost Fellow. While at Stetson University, she served as Interim Chair of her department. She has 11 peer-reviewed academic journal publications and experience teaching at both the graduate and undergraduate levels. She has also trained as a reviewer for AACSB accreditation. For her efforts, she was recognized as Distinguished EMBA Professor Award, Outstanding Innovator Award, Academic Innovation Award for Innovative External Collaboration, and was nominated for the Presidential Award and Faculty Senate Award of Excellence.

**Dr. Anthony Vega**

**Department of Geosciences  
College of Arts and Sciences**

Dr. Anthony Vega was appointed as Professor and Chair of the Department of Geosciences on July 29, 2024. This appointment and recommendation for tenure is fully supported by faculty in the department, the chair, dean, and Provost. Prior to coming to ETSU, Dr. Vega served as Department Lead and Department Chair at PennWest University/Clarion. He began at PennWest



Clarion as a tenure-track Assistant Professor in 1994 and was promoted to Associate Professor and Professor, winning the university teaching award in 2019. He has taught courses in all modalities, including the development of a study abroad in collaboration with College of Business and Information Sciences. He has 31 peer-reviewed publications, as well as numerous book chapters and monographs. In addition to his publications, he has established a national and international presence through presentations on weather and meteorology, specifically the study of air. He provided extensive service to his profession, the institution, college, and department while at PennWest/Clarion. His service includes the National Love of Learning Selection Committee of the Phi Kappa Phi Honor Society.

**Dr. Amy Wright**

**Department of Literature and Language**  
College of Arts and Sciences

Dr. Amy Wright was appointed Associate Professor in the Department of Literature and Language on August 12, 2024. This appointment and recommendation for tenure is fully supported by the faculty in the department, the chair, dean, and Provost. Dr. Wright, an internationally known writer, comes to ETSU from Austin Peay State University. While at Austin Peay she coordinated their creative writing program for the past decade, revising the program to include a publishing focus. She holds many awards for her writing and is a recognized fellow at many writing competitions. She has authored and edited five books, and her work has been published in 12 anthologies. Most recently, Dr. Wright served as the Basler Chair of Excellence at ETSU, where she focused on integrating science and literature. Dr. Wright is active in service to various literary series, including the Mecham Writers Conference, the Southern Festival of Books, and the AWP Conference and Bookfair. She also served as search committee chair for several positions and on the institutional Internal Grants Review Board. Additionally, she serves as the editor of an international peer-reviewed literary journal.

**Recommended for Promotion**

**Ms. Angela Shelton**

**Department of Early Childhood Education**  
Clemmer College of Education and Human Development

Ms. Angela Shelton began as a Clinical Instructor in the Department of Early Childhood Education on August 15, 2017. She submitted paperwork for promotion in September, 2023. I am recommending that she be promoted to Clinical Associate Professor. Ms. Shelton is currently pursuing her Ph.D. in Early Childhood with an expected graduate date of May, 2026. Ms. Shelton serves the college as the edTPA Coordinator, leading all teacher education students through the edTPA portfolio assessment, which is required for licensure in the State of Tennessee. Ms. Shelton also teaches in the Early Childhood program and supervises students in classrooms as they complete their student teaching. Ms. Shelton was awarded the Clemmer College of Education and Human Development Outstanding Field Supervisor in 2021. She is active in serving as the Chair of the Gilbreath Literacy Council and the Literacy Association of Tennessee where she serves as secretary of the state organization. She also trains educators on Trauma-Informed Care and Building Strong Brains. Prior to coming to ETSU, Ms. Shelton was an Instructional Coordinator for Washington County Department of Education.

**Correction to May Materials Provided to the Board of Trustees**

**Dr. Sivarao Digavalli**

**Associate Professor**  
Gatton College of Pharmacy

The supporting documents provided to the Board of Trustees by the Office of the Provost at the May 2024 meeting as part of the action item for approval of tenure and promotion listed Dr. Sivarao Digavalli as holding the rank of Professor. In the 2023-2024 academic year, Dr. Digavalli sought tenure but did not seek promotion; therefore, this notification is to confirm that Sivarao Digavalli holds the rank of Associate Professor.

I am honored to recommend the faculty named in this letter for tenure upon appointment and/or promotion as outlined.

Sincerely,



Brian Noland  
President

CC: Kimberly D. McCorkle, Provost and Senior Vice President for Academic Affairs  
Human Resources

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Approval of ETSU Campus Master Plan

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Jeremey Ross  
Chief Operating Officer

The presentation provides the updated ETSU Campus Master Plan, for review and approval. The Campus Master Plan is a direct link and documentation between ETSU's strategic plan, facilities planning, and ultimate capital appropriation requests. The Campus Master Plan is also the reference document for THEC and all State Building Commission action for ETSU.

[Click here](#) to view a copy of the updated ETSU Campus Master Plan.

Primary components for the ETSU Campus Master Plan Update are:

- Main Campus Plan
- Mountain Home VA Campus Plan
- Academic Space Optimization Update
- Housing Plan Update
- Parking Plan Update
- Acquisition and Disposition
- Capital Improvement and Implementation Plan

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

**RESOLVED: The Board of Trustees approves the ETSU Campus Master Plan as presented in the meeting materials facilitating its submission for approval by the Tennessee Higher Education Commission.**

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Audit Plan for FY25

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The annual audit plan is developed through a risk assessment process. Risk factors include previous audit results, internal control systems, policy or personnel changes, size, sensitivity, and external audit coverage. Special requests by Board of Trustees and university management are also considered when scheduling audits. The audit plan is developed at the beginning of each fiscal year and is subject to revision throughout the year. The approved plan is also submitted to the Comptroller of the Treasury, Division of State Audit.

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

**RESOLVED: The Audit Plan for 2024-25 is approved as presented in the meeting materials.**

**East Tennessee State University  
Internal Audit Plan as of 08/18/2024  
Fiscal Year Ended June 30, 2025**

Rank	Type	Area	Audit
Required by State Audit	R	FM	Cash Counts/Inventories
Brought Forward Required by State Statute	R	FM	President's Expense FY 2024
Required by Many	R	FM	Risk Assessments
Required by CPB	R	FM	WETS-FM
Required by State Statute	R	FM	President's Expense FY 2025
Required by State Audit	R	FM	Follow-Up: State Audit
Follow-Up	F	RS	Follow-Up: RDC Grants
Follow-Up	F	FM	Follow-Up: Family Medicine Timekeeping
Follow-Up	F	SS	Follow-Up: Guest and Group Housing
Follow-Up	F	FM	Follow Up: Chemistry Procards
Brought Forward Invest	I	FM	Investigation 23-08
Brought Forward Invest	I	IS	Investigation 24-02, 24-03, and 24-05
Brought Forward Invest	I	FM	Investigation 24-04
Brought Forward Invest	I	FM	Investigation 24-06
Brought Forward Invest	I	IA	Investigation 24-07
Investigation	I	IS	Investigation 25-01
Investigation	I	FM	Unscheduled Investigations
Consulting	C	IS	General Consultation
Project	P	IS	Board of Trustees (Prep for Meetings, Meetings, etc.)
Brought Forward Special Request	S	FM	Center for Nursing Advancement
Special Request	S	IS	Professional Development
Special Request	S	IA	College of Nursing - Dean
Special Request	S	IA	College of Health Sciences - Dean
Brought Forward Risk Based	A	AX	Auxiliary Enterprises
Brought Forward Risk Based	A	FM	Procard System Procedures Audit (includes the Follow Up)
Risk Based	A	SS	Clery Act
Risk Based	A	IA	Grade Changes
Risk Based	A	AT	NCAA Compliance
Risk Based	A	AT	Complimentary Tickets
Risk Based	A	IS	Fringe Benefits
Risk Based	A	IT	ITS General Controls
Risk Based	A	IS	Compensation

Estimate-Hours Available For Audits = 4,708

**Audit Types:**

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- P - Project (Ongoing or Recurring)
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review

**Functional Areas:**

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

ACTION ITEM

DATE: September 13, 2024

ITEM: Internal Audit Employee Profiles

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

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

The Board of Trustees must annually approve the salaries of those individuals working in the Department of Internal Audit. A table of salaries is provided in the meeting materials. This also provides information regarding the professional certifications and years of service.

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

**RESOLVED: The salaries of the Internal Audit staff are approved as presented in the meeting materials.**

## ETSU Internal Audit Employee Profile - FY 2025

Name	Position	Professional Certification	Current Annual Salary	Years of Professional Experience	Years of Experience at ETSU
Becky Lewis	Chief Audit Executive	CPA	\$ 116,983	30	26
Martha Winegar	Associate Director	CPA	\$ 76,489	19	12
Bryan Brockwell	Internal Auditor	-	\$ 53,677	5	5
Caleb Phillips	Internal Auditor	-	\$ 51,855	1	0.5

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 13, 2024

ITEM: Approval of the ETSU Mission Profile

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Michael Hoff  
Vice Provost, Planning and Decision Support

The ETSU Board of Trustees is annually required to provide to the Tennessee Higher Education Commission, a Mission Profile that accurately describes the institution and those it serves. Staff is recommending no change to the current Mission Profile since last approved by the Board of Trustees on 9/15/2023.

**ETSU Mission Profile:**

“East Tennessee State University is a traditionally selective institution located in Johnson City, part of the Northeast Tennessee region. Undergraduate students represent approximately 78 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 22 percent, a result of programmatic growth and responsiveness to community and workforce needs. The university educates significant numbers of low-income students, first-generation students, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs supporting research and clinical service delivery, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world; it does this through a commitment to teaching, research, and service that supports the needs of Tennessee and Southern Appalachia first then sharing that knowledge to improve outcomes in similar communities around the world. ETSU is an R2 Research University according to the Carnegie Foundation classification (Doctoral University: High Research Activity). Additionally, ETSU has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant.”



**MOTION: I move that the Board of Trustees adopt the resolution, approving the ETSU Mission Profile as outlined in the meeting materials.**

**RESOLVED: The Board of Trustees for submission to the Tennessee Higher Education Commission approves the Institutional Mission Profile for East Tennessee State University.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 13, 2024

ITEM: Go Beyond the Classroom: ETSU’s Quality Enhancement Plan Update

PRESENTED BY: Dr. Kimberly McCorkle  
Provost and Senior Vice-President for Academic Affairs

Dr. Susan McCracken  
Vice Provost for Community Engagement and QEP  
Director

The Quality Enhancement Plan (QEP) is a component of ETSU’s reaffirmation and accreditation process with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). ETSU’s Quality Enhancement Plan (QEP), “Go Beyond the Classroom,” reflects the institution’s mission and goals by increasing community engagement opportunities for students, faculty, and staff and elevating community-engaged learning as a vehicle to achieve student learning outcomes and overall student success. The 2023-2024 academic year was the first year of QEP implementation.

Staff will provide an update on key accomplishments in Year One including how students are gaining practical skills relevant to their future careers and exploring what it means to be an engaged citizen.

# Go Beyond the **classroom**

**COMMUNITY-ENGAGED LEARNING**  
ETSU'S QUALITY ENHANCEMENT PLAN (QEP)



## ETSU's QEP is Community-Engaged Learning *Go Beyond the Classroom*

Community-engaged learning is a form of experiential education in which students engage in activities that address human and community needs together with structured opportunities for reflection designed to achieve desired learning outcomes. (Jacoby, 2015).



# *Go Beyond the Classroom Goals*

## Provide

Provide infrastructure and resources for student leaders, faculty and staff, and community partners to support long-term success for community-engaged learning.

## Expand

Expand student involvement in community-engaged learning opportunities across the undergraduate curricular and co-curricular experiences.

## Describe

Describe the impact of student involvement in community-engaged learning on student outcomes for various student populations.



# Implementation Success: Year 1

## Academic Coursework

- 43 courses earned the Community-Engaged Learning Course Designation, representing 71 course sections
- 963 unique students enrolled
- 50+ community partners



*We (myself and my community partner) cannot wait to offer this CEL designated course again next spring! I learned that students crave hands on learning, autonomy, and connection with community leaders in their field. The materials we created this year will serve as a great outline for future CEL courses taught in sport management.*

Dr. Amy Greene, Faculty Sport Management

Community Partner: Speedway Children's Charities Community Partner



# Implementation Success: Year 1

## Faculty/Staff

- 98 Faculty/Staff participated in QEP professional development
- 49 faculty earned Community-Engaged Learning Designation
- 11 CEL Grants funded for \$21,718, to-date



*The QEP experience was one of the most beneficial intensive experiences I have undertaken in my professional development. I learned the necessity of taking time to reflect on my work and asking my students to do the same. This time for reflection allows them to focus in on the importance of the tasks they have completed, what they have learned, and what they will do with it.*

Dr. Michelle Freeman, faculty Accountancy

Community-Engaged Learning Grant Recipient – Volunteer Income Tax Assistance (VITA)



# Implementation Success: Year 1

## Community Partners

*I love that ETSU Elevates brought us together over a program that had been on our back burner and gave us all the energy and money to realize it. I also appreciate the connections we have made with these remarkable students, and we plan to continue working together.*

Cindi Huss, RISE: For Health Life and ETSU Elevates Partner

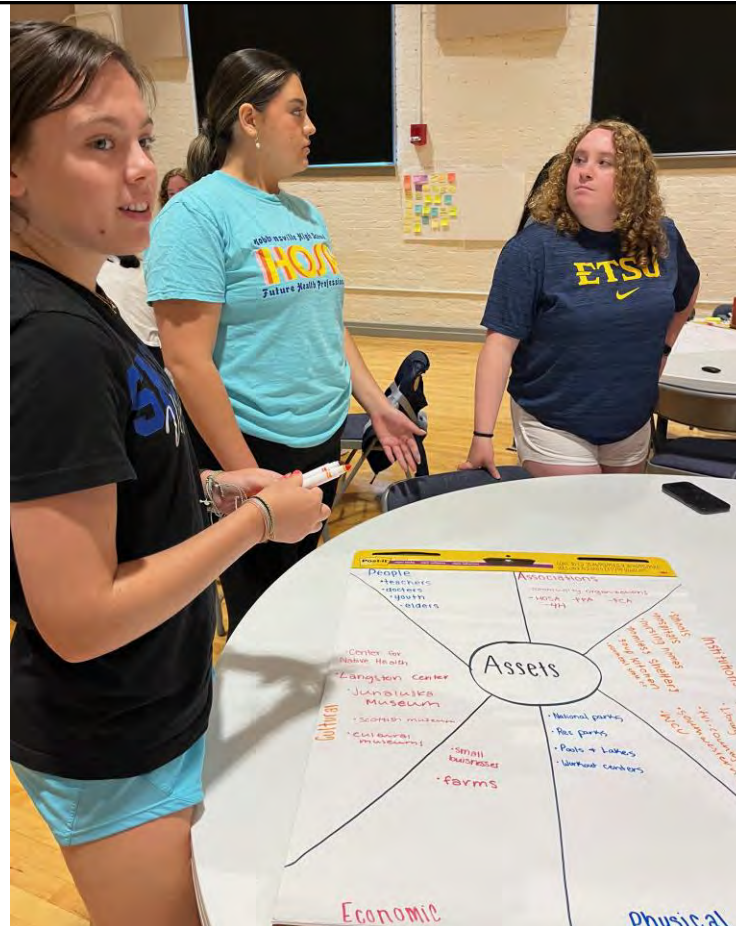




# Implementation Success: Year 1

## Student Leadership Opportunities

- ETSU Elevates
- Alternative Break Experiences
- Service Plunge
- Service Saturdays



## Student Feedback



*"One of the biggest opportunities this class has provided me with is the ability to work on a project as a team rather than on the typical solo projects that I am used to. This is the type of environment that I would likely be working in [my career]. This class has been an incredibly valuable experience both academically and professionally, and many of the skills that I have learned here will carry over long after I graduate."*

Kevin Murray, Digital Media student



# Results from Community-Engaged Learning Designated Courses

Student Learning Outcomes	Exploring (Novice)	Developing Commitment (Emerging)	Transforming (Proficient)
<b>SLO 1 (Connecting):</b> Students will make meaningful connections between their community-engaged learning experiences and academic course content	9%	30.3%	60.7%
<b>SLO 2 (Influencing):</b> Students will critically reflect on how community-engaged learning influences their future aspirations.	11.1%	32.3%	56.7%
<b>SLO 3 (Contributing):</b> Students will articulate how community-engaged learning prepares them to make productive contributions in a diverse society.	13%	33.6%	53.4%

**Emerging or Proficient: 89%; QEP Goal 75%**  
**Proficient Level: 59.9%; QEP Goal 50%**



## **Priorities for 2024-2025**

- **Submit ETSU's Application for the Carnegie Elective Designation for Community Engagement (Due by April 1, 2025)**
- **Establish a Campuswide Community Engagement Committee**
- **Increase the number of 1000 and 2000 level courses with a Community Engagement experience**
- **Expand faculty and staff professional development to enhance and increase Community-Engaged Research**





EAST TENNESSEE STATE  
UNIVERSITY

### **The Legacy of *Go Beyond the Classroom***

The legacy of ETSU's *Go Beyond the Classroom* Community-Engaged Learning QEP will be that by 2028, students who enroll at ETSU will join a student-centered community of learning, reflecting a commitment to academic excellence and regional stewardship.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 13, 2024

ITEM: Enrollment Update

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

Staff will provide an update of Fall 2024 enrollment trends and statewide comparisons. Staff will highlight institutional enrollment characteristics and discuss enrollment opportunities and outlook.