

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FEBRUARY 2019 MEETING

1:00-3:30pm EST  
Friday  
February 22, 2019

The Millennium Center  
2001 Millennium Pl  
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. [Approval of the Minutes of November 16, 2018](#)..... Tab 1
- IV. Report from the Finance and Administration Committee (5 minutes)
- V. Report from the Academic and Student Affairs Committee (10 minutes)
  - A. [Recommended Amendment to the Bylaws](#)..... Tab 2
  - B. [Tenure Appointments](#) ..... Tab 3
- VI. Report from the Audit Committee (5 minutes)
- VII. [Consent Agenda](#) (5 minutes) ..... Tab 4
  - A. [Minutes from the November 16, 2018 Finance and Administration Committee](#)
  - B. [Minutes from the November 16, 2018 Academic and Student Affairs Committee](#)
  - C. [Minutes from the November 16, 2018 Audit Committee](#)
  - D. [Schedule for Future Board of Trustee Meetings in 2020](#)
- VIII. [ETSU Veterans Affairs Report on Growth, Current Initiatives, and Accomplishments](#) (20 minutes)..... Tab 5
- IX. [Housing and Residence Life: Overview of Facilities, Program, and Planning](#) (20 minutes)..... Tab 6
- X. President’s Report (45 minutes)
- XI. Other Business
- XII. Executive Session
  - A. Discuss pending legal action (if necessary)
- XIII. Adjournment

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019

ITEM: Approval of Minutes of November 16, 2018 Meeting

RECOMMENDED ACTION: Approval

PRESENTED BY: David Linville  
Secretary

The minutes of the November 16, 2018 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 16, 2018 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 16, 2018  
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, November 16, in the Millennium Center on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

**I. Call to Order**

Chair Scott Niswonger called the meeting to order.

In his opening remarks, Chair Niswonger welcomed everyone to the eighth meeting of the ETSU Board of Trustees, which was the first to be held in the Millennium Center since the board approved its purchase at the previous meeting.

Chair Niswonger also affirmed the university's support for deepening its partnership with Ballad Health to improve population health outcomes across Appalachia. He said the board is keenly interested in developing structures, staffing and expertise to ensure that the opportunities presented by the research commitments of the COPA are maximized in order to grow research at ETSU.

He noted that the board is also interested in learning about efforts to meet enrollment growth objectives as well as the work being done to improve graduation rates and prepare students for meaningful careers. He requested an overview of University Career Services at a future meeting and commended the university on its commitment to student success as ETSU outperformed other state institutions in the THEC outcomes formula.

Chair Niswonger also announced that the Executive Committee had granted him the authority to execute an employment services agreement with President Noland by the end of the calendar year.

**II. Roll Call**

Secretary David Linville called the roll, and the following trustees were in attendance:

Fred Alsop  
David Golden  
Dorothy Grisham  
Linda Latimer  
Keyana Miller  
Scott Niswonger  
Jim Powell  
Ron Ramsey

### **III. Approval of the Minutes of September 21, 2018, Meeting**

Trustee Alsop made a motion to accept the minutes of the September 21, 2018, Board of Trustees meeting. It was seconded by Trustee Golden and unanimously approved.

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

Due to the absence of Committee Chair DeCarlo, Trustee Ramsey gave the report and said the committee discussed October budget revisions as well as the unaudited financial statements from last year and factors the board will consider when considering tuition and mandatory fee increases as outlined in the Tennessee Tuition Transparency Act. He asked Dr. B.J. King to present the committee's two recommendations.

**A. October Budget Revisions** - King explained that the board approved the proposed budget for the 2019 fiscal year at its April meeting and it was implemented in July. She said the October revisions are largely on the expenditure side every year because the leftover funds from the prior year are carried forward. King then outlined the main campus budget, noting that revenues increased by \$4.7 million due to a higher fall enrollment than projected, new course fees that were approved by the board in April, and investment income that proved to be better than anticipated. In terms of expenditures, King said instruction went up \$8.7 million, research went up \$3.8 million and academic support went up \$2.5 million due in part to the state appropriation for the Center for Prescription Drug Abuse, Prevention and Treatment. She added that the new budget model allows academic and administrative units to retain up to 50 percent of "fallout" dollars at year-end, which resulted in \$2 million to the colleges in fiscal year 2019. King said \$1 million of the "fallout" dollars were transferred to reserves and while spending increased by \$19 million it was primarily driven by the "fallout" funds made possible by the new budget model.

Next, King presented the first of three non-formula units, the College of Medicine, which saw an increase in revenue due to tuition and enrollment growth as well as a new orthopedic program. Revenue went up more than \$600,000 and budgets before transfers increased \$3.3 million.

The Department of Family Medicine revenue decreased, which King explained was due to a change in the state appropriation of post-employment benefits that was previously a pay-as-you-go plan, but is now being set up as a trust. A health insurance holiday for employees also resulted from the funding change. She added that the instructional expenses for Family Medicine went up \$250,000 related to hospital coverage expenses and they budgeted \$117,000 of carry-forward funds for clinical projects.

The final non-formula unit, the College of Pharmacy, saw a \$175,000 revenue increase due to enrollment growth and added fees. King said instructional expenditures increased to fund vacant instruction positions, research expenses went up to provide new faculty startup funds, and the college increased funding for scholarships. Overall, expenditures increased by \$753,000 before transfers.

With no motion required, the full board unanimously approved the October Budget Revisions.

**B. Factors Considered for Tuition Increases – Tuition Transparency and Accountability Act** - Utilizing the state statute for guidance, King recommended five factors for the board to consider when deciding on tuition and fee increases:

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

With no motion required, the full board unanimously approved the Factors Considered for Tuition Increases.

**V. Report from the Academic and Student Affairs Committee**

Committee Chair Latimer reported that the committee received an update from Mike Hoff on the university's strategic plan and Scott Carter led a discussion about various initiatives and success metrics in athletics. Committee members also brainstormed ways to maximize their time and effectiveness, and took action on several items regarding enrollment, research and the revised fee structure for the online M.A. in criminal justice, which Latimer asked Dr. Wilsie Bishop to present to the full board.

**A. Fee Structure for Online Master of Arts Program in Criminal Justice** - Bishop outlined a proposal by the Department of Criminal Justice and Criminology to offer its 36-hour M.A. degree online to increase access. She said tuition for the program would remain at a set rate for three years.

With no motion required, the board unanimously approved the action item.

**VI. Report from the Audit Committee**

Committee Chair Golden reported that the committee reviewed audits completed since September, including an audit of football expenditures and a required annual review of the president's expenses. The group reviewed the recommendation log that lists findings from past audits and where the completion status is. Golden reported that all items are green or blue, which is good. An annual review of Internal Audit salaries and operating expenses was also conducted.

**VII. Consent Agenda**

With no requests for any items to be removed from the consent agenda, trustees unanimously approved the consent agenda with a motion from Trustee Grisham and a second from Trustee Latimer. Items included on the consent agenda are:

- A. Minutes from the September 21, 2018, Finance and Administration Committee meeting
- B. Minutes from the September 21, 2018, Academic and Student Affairs Committee

### **VIII. Student Success**

Dr. Joe Sherlin, vice president for Student Affairs, presented a report on student success initiatives and key performance indicators. He stated that the university has set ambitious student success goals of 85 percent retention rate and 60 percent graduation rate by 2026. Currently, the rates are 73 percent and 44 percent, respectively. Sherlin noted that since 2012, metrics have increased significantly as shown by undergraduate credit load (up 6 percent), first year retention rate (up 6.8 percent), graduation rate (up 3 percent), degrees awarded (up 16 percent) and state appropriations (up 44 percent).

Next, he shared the process and what has been learned during the pursuit of these goals by applying the four I's – information, innovation, investment and integration – to student success initiatives, beginning with embedded learning support. He said about a third of students need developmental learning in reading and math, and data showed students were languishing in these courses without the ability to receive credit and get on a path toward a degree. Through innovation by the faculty, non-credit developmental learning was integrated into the credit-bearing courses, which tripled the pass rate in math to 76 percent and English to 18 percent. The second improvement was in financial services and processes. Sherlin outlined issues ranging from long wait times to delays in financial aid award processing and increasing accounts receivable. Upon a full review of Financial Aid, an overhaul of structure, processes and communication commenced and a new director was hired. He said processing times for loans went from two and half months to 48 hours, wait times disappeared and accounts receivable was reduced by \$2 million. The next area of improvement in the works is advising. Sherlin noted that students were off-track and not taking enough credit hours per term to graduate in four years and advisors said their workloads did not allow them adequate time to focus on holistic planning. Additionally, students did not like the cumbersome paper process, so a new online system called Degree Works was implemented and additional advisors were hired to focus on the “15 to Finish” campaign and degree planning. As a result, Sherlin said degree plans increased by 300 percent and degrees awarded by 16 percent. Another area of improvement in the works is college academic support. Sherlin named the College of Public Health as a leader in this area and commended their efforts to make the student experience a top priority. A recruitment and retention committee is in place and Sherlin said the college continually assesses skills and competencies for students to develop and makes sure each student participates in a field internship or experience. The college also assesses student experiences through exit, alumni and employer surveys, the latter of which rated 95 percent of graduates as high or highest in overall competence in their practice field. The next improvement area in the works is Living Learning Communities (LLCs), where students live and take classes together and participate in academic development and career mentoring to academically and socially integrate and engage with the institution. Sherlin said one of the challenges with LLCs is that many in generation Z are not joiners, so scholarship opportunities are being explored to incentivize participation in LLCs, particularly students who might not otherwise enroll at ETSU. The Public Service

LLC, focusing on out-of-state students, currently boasts an 88 percent fall-to-fall retention rate and the Inspire Scholars residential scholarship is available for students with financial need. Sherlin also presented the student success rates of underrepresented students as an ongoing improvement area. He said a significant number of these students are not connecting to college transition and support services early on and consistent retention and graduation gaps were identified. This led to the development of a residential Summer Bridge-Plus Program for 52 students who participated in a first-year experience course as well as career exploration and mentoring for three weeks. He said the Plus experience continues through the first year, and 100 percent of summer participants returned for classes in the fall. Another improvement area is the veterans initiative. Sherlin said an internal study discovered 10,000 veterans and service family members living within a 200-mile radius, so the Office of Veterans Affairs has actively attended educational fairs and visited military bases. Additionally, a new Military-Affiliated Resource Center (MARC) was established and the department received an \$80,000 grant from THEC. Sherlin said enrollment has increased 28 percent in the last two years and is moving toward the goal of 1,000 military-affiliated students by 2026. First-year experience was the final ongoing improvement area presented. Because half of leaving occurs in the first year, Sherlin said a full review of general education courses is being led by Dr. William Kirkwood, and the first-year experience committee continues to review programming, course participation, co-curricular experiences and career development. Consequently, a peer mentoring program called Buccaneer Involvement Guides (BIGs) was established and data shows participating students had higher GPAs and campus engagement.

To meet enrollment projections, Sherlin said student success efforts must move faster and assured the right talent is in place to build the culture and environment for students to succeed. He said outstanding facilities, classrooms, lab spaces and residence halls are a key component, but the experiences in these spaces is what everyone at ETSU is accountable for. Sherlin asked Leon Humphrey, Jr., to talk to the board about his student experience. Humphrey said campus involvement opportunities kept him from transferring to another institution and led him to realize his career goals.

#### **IX. CCL Leadership Overview**

Dr. Richard Rhoda presented a status report on the Center for Community College Leadership, which started in 2016 and is housed in the Clemmer College. He said its purpose is to increase the pipeline of community college leadership in Tennessee and the Appalachian region. The cohorts have grown from seven to 17 students in the third year, all currently employed at technical or community colleges. He listed several faculty members in the program, including Dr. Bethany Flora, the associate director, and Dr. Noland, who was a member of the charter faculty. Rhoda said the TBR is tackling policy areas, such as workforce development, completion and graduation rates, closing achievement gaps, increasing college going rates overall, and student financial assistance beyond tuition. Rhoda also mentioned a recent memo from the TBR calling for a more in-depth training of college presidents and senior administrators, making it the perfect time to have the center at ETSU. The certificate

program is post-master's and consists of five courses over one year in an online cohort with the exception of two weekend seminars each semester. It is a stand-alone credential of 15 credit hours or can be applied as a concentration within the Ed.D. program, Rhoda added. The board previously approved employees within the Community Colleges of Appalachia to receive in-state tuition, which Rhoda said has gotten off to a slow start, but is a great relationship to have. Looking ahead, he listed four areas of growth – curriculum expansion, establishing a professional development program and possibly a leadership academy, providing teaching skills for instructors at technical colleges (TCATs), and policy research. Lastly, Rhoda said the center has been asked to produce an oral history of the TBR.

Next, Chair Niswonger, Dr. Rhoda and Dr. Noland presented Dr. Bethany Flora, who was recently named the next president of Northeast State Community College, a resolution of appreciation on behalf of the board. Flora expressed her gratitude and said she looks forward to working with ETSU as president of Northeast State.

## **X. President's Report**

Dr. Noland spoke about the aggressive strategic goals the university will continue to move toward in 2019, specifically reaching 16,000 students and pushing Research and Sponsored Programs to \$60 million. He said the budget landscape is very stable and the forecast at the state level is positive. The change from an enrollment-driven model to an outcomes-driven model resulted in more than \$20 million in additional state support for ETSU, he noted. Pointing to the scorecard THEC uses to assess performance, Noland said only two other institutions besides ETSU are listed to receive significant support going into the next legislative session and THEC has spotlighted ETSU for its student success outcomes in production of degrees, growth and graduation rate, as Dr. Sherlin outlined in his presentation. THEC also listed pediatric surgery as well as pediatric children's services as its top two non-formula-related funding priorities.

Next, Noland discussed capital funding and said the new humanities building moved from ninth to the fifth on THEC's recommendation list, which means it is time to start preparing to raise the matching funds of almost \$10 million. THEC also recommended \$11.5 million in deferred maintenance, including safety, HVAC and lighting upgrades on campus, and infrastructure work at Shelbridge, where many high-achieving high school students and their families visit throughout the year.

Noland said THEC set a 2.5 percent binding cap on fee increases, which barely covers the cost of inflation. However, Noland called it a competitive advantage for ETSU because of the quality of programming compared to costs at other state institutions. In a period of three years, Noland said, ETSU has transformed the budget process and now allows for better stewardship of funds.

The board has heard extensively about enrollment growth initiatives, Noland noted, and the landscape continues to be competitive. ETSU's performance compared to other institutions is different, he said, because we are living in an area that is not growing, while other schools are experiencing decline in some of the fastest growing metropolitan areas. In terms of enrollment characteristics, Noland said the average GPA of incoming freshmen is 3.5 and ACT score is 23, as the number of high-achieving students choosing ETSU continues to grow. Additionally, he said Northeast

State is the top feeder school, the most applications come from Knox County, and the number of international students is trending down. Noland reported on recent high school recruitment events, the presentation of Presidential Scholarships, and expanded online dual enrollment opportunities.

Dr. Noland gave an update on strategic initiatives. He said ETSU's employee satisfaction rates, for the first time, are at peer group averages in the Chronicle's Great Colleges to Work For survey results. Another initiative, the implementation of a Greek Village on campus, will occur next fall and will be based upon performance and quality measures, Noland said. He also mentioned the addition of new academic programs as discussed at the previous board meeting, and the restructuring of the general education core. Noland reported on the creation of ETSU Health and becoming a trauma-informed campus, as well as the forthcoming launch of the Presidential Fellows program. He then showed a chart of the restructured Compliance Unit consisting of compliance counsel, an equity compliance officer, and two assistance offers and Title XI investigators. Noland also outlined the ongoing overhaul of HR functions.

In a review of legislative initiatives, Noland said he and Chair Niswonger will travel to Nashville for the upcoming Sunset Hearing. He noted that THEC did not recommend the tuition scholarship for Gatton College of Pharmacy, but the university will continue efforts to push tuition equalization through the legislature.

Lastly, Noland defined the shifting public policy landscape and the top 10 challenges facing higher education. He said many of these issues cycle through and called for continued focus on the strategic plan to inform wise decisions long term. He then echoed the importance of ETSU's stewardship of place mission, discussed a recent re-launch of the Tennessee Poll conducted by Drs. Kelly Foster and Candace Bright, and presented population health data concerning addiction, poverty, education and population. Noland said ETSU's mission is more important than it has ever been and then introduced a video featuring students saying thanks to individuals who have touched their lives.

**XI. Other Business**

No other business was discussed.

**XII. Adjournment**

Trustee Ramsey made a motion to adjourn the meeting, which was seconded by Trustee Golden. Chair Niswonger adjourned the meeting.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019

ITEM: Recommend Amendment to the Bylaws: Name Change for the Committee

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Linda Latimer, Chair  
Academic and Student Affairs Committee

Emerging from previous discussions of the Academic and Student Affairs Committee, members of the committee believe that updating committee's name would provide a more accurate reflection of the committee's responsibilities, specifically highlighting a focus on the research enterprise and on student success, which are germane to the committee's work. Changing the name of the committee represents an amendment to the Bylaws as stipulated in Article VI, Section 2.

**MOTION: I move that the Board of Trustees adopt the amendment to the Bylaws, changing the name of the Academic and Student Affairs Committee.**

**RESOLVED: The Bylaws are hereby amended upon recommendation from the Academic and Student Affairs Committee to change the name of said committee to the Academic, Research, and Student Success Committee.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FEBRUARY 2019 MEETING

ACTION ITEM

DATE: February 22, 2019

ITEM: Tenure Appointment with the Rank of Professor in the University Library for Mr. David Atkins

COMMITTEE: Academic and Student Affairs

RECOMMENDED ACTION: Approve

PRESENTED BY: Bert C. Bach  
Vice President for Academic Affairs

With his appointment as Dean of University Libraries on January 1, 2019, Mr. David Atkins brought to the University valuable experience from his previous appointments. Most recently he served as department head and professor of Branch Libraries & Collection Logistics at the University of Tennessee at Knoxville. Previously he was department head of Resource Sharing & Document Delivery at UT-K, and prior to that he served in a number of other roles in the UT-K libraries. He was promoted to the rank of professor in 2016. Mr. Atkins earned the Master of Arts in Library Science, the terminal degree in his field, from the University of Wisconsin at Madison. He has published several scholarly articles, contributed to an edited volume, and has made numerous professional presentations, many of them invited.

With the full support of the Sherrod Library faculty and of President, Mr. Atkins is recommended to be awarded tenure and the faculty rank of full professor in the University Library.

**MOTION: I move that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Mr. David Atkins.**

**RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees awards Mr. Atkins tenure at the rank of professor in the University Library effective upon action of the board.**



EAST TENNESSEE STATE  
UNIVERSITY

Office of the President

David Linville, MD, EdD, Secretary  
ETSU Board of Trustees  
East Tennessee State University

January 4, 2019

Dr. Linville,

I recommend that the Board of Trustees award tenure upon appointment at the rank of professor in the Sherrod Library to Mr. David Atkins, Dean of University Libraries, effective January 1, 2019.

Mr. Atkins comes to East Tennessee State University from the University of Tennessee at Knoxville, where he was department head and professor for Branch Libraries & Collection Logistics. Previously he was department head of Resource Sharing & Document Delivery at UT-K, and prior to that he served in a number of other roles in the UT-K libraries. He was promoted to the rank of professor in 2016. Mr. Atkins earned the Master of Arts in Library Science, the terminal degree in his field, from the University of Wisconsin at Madison. He has published several scholarly articles, contributed to an edited volume, and has made numerous professional presentations, many of them invited.

Sincerely,

Brian Noland  
President

Attachments

Copies: Bert C. Bach  
Diana McClay

**David P. Atkins**  
Dean of University Libraries  
East Tennessee State University  
Johnson City TN, 37604  
atkinsdp@etsu.edu

## **EDUCATION**

M.A., Library and Information Studies with emphases in Academic Libraries Reference and Archives Administration, University of Wisconsin, Madison, 1994

B.A., History, Political Science, and Ancient Mediterranean Cultures, University of Tennessee, Knoxville, 1988

## **EXPERIENCE**

Dean of University Libraries

East Tennessee State University, Charles C. Sherrod Library, Johnson City, January 2019 – present  
Leads all areas of library planning, policies, and operations including personnel management and organization, strategic planning and assessment, fiscal management, staff and faculty development, fund raising, public services and collection development, space planning, and facilities. Represents the library in university-level administrative groups and committees. Responsible to the Provost and Vice President for Academic Affairs.

Department Head, Professor, Branch Libraries & Collection Logistics,  
University of Tennessee, Knoxville, August 2013 – December 2018

Leads all UT branch libraries and the following departments: Library Express/Shipping, Hodges Stacks, Storage collections and reading room. Serves as member of the Dean's Cabinet senior leadership team.

Department Head, Associate Professor, Resource Sharing & Document Delivery, University of Tennessee, Knoxville, June 2008 – July 2013

Led Interlibrary Services department and the library's resource sharing initiatives, and the following departments: Library Express/Shipping, Hodges Stacks, Storage collections and reading room.

Team Leader, Assistant Professor/Associate Professor, Access & Delivery Services, University of Tennessee, Knoxville, December 2002 – June 2008

Led the following departments and services: Interlibrary Services, Hodges Circulation/Commons & Stacks, Library Express/SWAT, Current Periodicals, Reserve, Duplication, and Digital Production Services.

Coordinator, Assistant Professor, Interlibrary and Document Delivery Services, Hodges Library Reference and Information Services, University of Tennessee, Knoxville, November 1999 – December 2002

Led the Interlibrary Services department and library's resource sharing initiatives.

Electronic Resources/Reference Librarian, Assistant Professor, Hodges Library Reference and Information Services, University of Tennessee, Knoxville, June 1997 – November 1999

Contributed to the leadership and management of the library's personal computer, networked, and web-based public services and interfaces.

David P. Atkins

Electronic Reference Services Librarian, Assistant Professor, Louisiana State University, Baton Rouge, January 1996 – May 1997

Led the library's personal computer, networked, and web-based public services and interfaces.

Life & Physical Sciences Librarian, Assistant Professor, Louisiana State University, Baton Rouge, September 1994 - December 1995

Served as liaison and reference librarian for life and physical sciences.

Special Librarian, half-time appointment, School of Journalism & Mass Communications Reading Room, University of Wisconsin-Madison, May 1994 - August 1994

Managed all technical and public service operations of a departmental library.

### **TEACHING EXPERIENCE**

SIS/CS 515: Online Information Retrieval, Louisiana State University, School of Library and Information Science, Summer, 1995

### **DATES APPOINTED/PROMOTION and TENURE GRANTED**

Promoted to Professor, University of Tennessee, Knoxville, 2016

Tenured and promoted to Associate Professor, University of Tennessee, Knoxville, 2003

Appointed Assistant Professor, University of Tennessee, Knoxville, 1997

Appointed Assistant Professor, Louisiana State University, Baton Rouge, 1994

### **HONORS and AWARDS**

Visiting Scholar, School of Business and Economics, University of Tasmania, Australia, March 7-23, 2014

Tennessee Resource Sharing Award, Tenn-Share, Tennessee's statewide library consortium, September 28, 2012

Dean of the Libraries Special Recognition Award: Project leader for the installation of Technology Fee PCs in the UT Libraries, May 19, 1998

### **PUBLICATIONS**

#### Articles Published in Refereed Journals

Stommel, Wyke, Trena M. Paulus, and David P. Atkins (2017). "Here's the link": Hyperlinking in service-focused interactions. *Journal of Pragmatics*. 115, 56-67.

<https://doi.org/10.1016/j.pragma.2017.02.009> (co-author)

Lubke, Jennifer, Virginia G. Britt, Trena M. Paulus, and David P. Atkins (2017)

Hacking the Literature Review: Opportunities and innovations to improve the research process. *Reference and User Services Quarterly*, 56:4, 285-295.

<https://doi.org/10.1177/0894439315596311> (co-author)

Updated January 7, 2019

page 2

David P. Atkins

- Woods, Megan, Trena Paulus, David P. Atkins, and Rob Macklin (2016). Advancing qualitative research using qualitative data analysis software (QDAS)? Reviewing potential versus practice in published studies using ATLAS.ti and NVivo, 1994-2013. *Social Science Computer Review*, 34:5, 597-617.  
<https://doi.org/10.1177/0894439315596311> (co-author)
- Paulus, Trena, Megan Woods, David Atkins, and Rob Macklin (2016). The discourse of QDAS: Reporting practices of ATLAS.ti and NVivo users with implications for best practices. *International Journal of Social Research Methodology*, 20:1, 35-47.  
<http://dx.doi.org/10.1080/13645579.2015.1102454> (co-author)
- Atkins, David, Judy Greenwood, and Pam Whaley (2014). Benchmarking and pondering ASERL interlibrary loan operations, 2010 and 2013. *Interlending & Document Supply*. 42:1, 16-25.  
<https://doi.org/10.1108/ILDS-01-2014-0010> (lead author)
- Atkins, David (2010). Going global: Examining issues and seeking collaboration for international interlending, the view from the US. *Interlending & Document Supply*. 38:2, 72-75.  
<https://doi.org/10.1108/02641611011047132>
- Atkins, David, Barbara Dewey and Anthony Smith (2005). From the Great Smokies to the Mountains of the Moon: US and Ugandan librarians share experiences and expectations. *Information Technology and Libraries*, 24:4, 192-196.  
<https://doi.org/10.6017/ital.v24i4.3384> (primary author)
- Britten, Bill, David Atkins, Katie Ellis, Michelle Robertson, Nathan Robertson, and Steve R. Thomas (2000). Access to periodicals holdings information: Linkages among citation databases, full-text databases, and the library catalog. *Library Collections, Acquisitions, and Technical Services*, 24, 7-20.  
[https://doi.org/10.1016/S1464-9055\(99\)00093-7](https://doi.org/10.1016/S1464-9055(99)00093-7) (co-author)

#### Contributions to Edited Volumes

- Atkins, David and Flora Shrode (2002). Technology's impact on research and publication in the natural sciences. *Libraries, the Internet, and Scholarship: Tools and Trends Converging*, 103-132. New York: Marcel Dekker. (co-author)

#### Papers Published in Refereed Conference Proceedings

- Paulus, Trena, Megan Woods, David Atkins, and Rob Macklin (2013). Current reporting practices of ATLAS.ti users in published research studies. Proceedings from the ATLAS.ti User Conference: *Fostering Dialog on Qualitative Methods*, Berlin, Germany. (co-author)
- Hooper-Lane, Christopher and David Atkins (1997). Is ASFA sufficient? The role of inexpensive multidisciplinary databases in the marine science information center. *Innovation and Tradition: Planning Our Future. Proceedings of the 22nd Annual International IAMSLIC Conference*. Ft. Pierce, FL : IAMSLIC. (co-author)

#### Research Reports Submitted to Sponsors

- Atkins, David, Judy Greenwood, and Pam King (2013). "Benchmarking and Pondering ASERL Interlibrary Loan Operations, 2010 and 2013 (Executive Summary)" Association of Southeastern Research Libraries Interlibrary Loan Working Group. (co-author)  
[http://works.bepress.com/david\\_atkins/9](http://works.bepress.com/david_atkins/9) (40 downloads from Trace repository)
- Atkins, David, John Burger, William Gee, Judy Greenwood, Pam King, Kristine Shrauger, and Shirley Thomas (2010). *Preliminary Executive Summary: ASERL (Association of Southeastern Research Libraries) Interlibrary Loan Needs Assessment and Best Practices Survey*. (co-author) [http://works.bepress.com/david\\_atkins/6](http://works.bepress.com/david_atkins/6) (75 downloads from Trace repository)

David P. Atkins

#### Other Evidence of Research or Creative Accomplishments

- Atkins, David, Md Sakib Hasan, and Judy Li (2014). Chat and email transcript anonymizer (Python scripts): Scripts to de-identify chat and email transcripts. (co-author)  
[http://works.bepress.com/david\\_atkins/14/](http://works.bepress.com/david_atkins/14/)
- Atkins, David, Judy Greenwood, and Pam Whaley (2013). ASERL interlibrary loan best practices survey, 2013. ASERL (Association of Southeastern Research Libraries) Interlibrary Loan Working Group project survey. (co-author) [http://works.bepress.com/david\\_atkins/7](http://works.bepress.com/david_atkins/7) (29 downloads from Trace repository)
- Atkins, David (2011). Tenn-Share statewide library courier survey. Tenn-Share Resource Sharing Committee project survey. [http://works.bepress.com/david\\_atkins/2](http://works.bepress.com/david_atkins/2) (94 downloads from Trace repository)
- Atkins, David, John Burger, William Gee, Judy Greenwood, Pam King, Kristine Shrauger, and Shirley Thomas (2010). ASERL Interlibrary Loan Needs Assessment and Best Practices Survey (2010). ASERL Interlibrary Loan Working Group project survey. (primary author)  
[http://works.bepress.com/david\\_atkins/8](http://works.bepress.com/david_atkins/8) (16 downloads from Trace repository)

#### **PRESENTATIONS**

##### Refereed

- Stommel, Wyke, Trena M. Paulus, and David P. Atkins (2016). "Here's the link": Hyperlinking in service focused chat interactions. *Micro-Analysis of Online Data (MOOD)-S*, University of Salford, Manchester, UK, Sept 16, 2016. Presented by Stommel.
- Paulus, T., Woods, M., Atkins, D. & Macklin, R. (2016). When worlds unite: Creating a complex team process across two QDAS programs, three disciplines, four researchers and 15 time zones. *Twelfth International Congress of Qualitative Inquiry*. Urbana, IL. Presented by Paulus.
- Judy Li and David Atkins (2016). Content analysis of online chat scripts: Ethical and practical perspectives. Poster. *IASSIST 2016-Embracing the 'Data Revolution': Opportunities and challenges for research*, May 31, 2016. Bergen, Norway. (co-author). Presented by Li.
- Atkins, David and Judy Li (2015). Making it useful & keeping it private: methods to manage synchronous chat transcripts in preparation for analysis. *3rd International Symposium Micro-Analysis of Online Data (MOOD)*, Zurich, Switzerland, July 16, 2015. (lead author)
- Paulus, Trena and David Atkins (2015). Best practices for reporting the use of data analysis software in qualitative research. *11th International Congress of Qualitative Inquiry*, University of Illinois at Urbana-Champaign, May 22, 2015. (co-author)
- Paulus, Trena, Megan Woods, David Atkins and Rob Macklin (2014). CAQDAS past, present, and future: A comparison of reporting practices in the use of ATLAS.ti and NVivo. CAQDAS 2014 Conference: *Past, Present & Future, 25 years of CAQDAS*, May 2014, University of Surrey, Horsley Park, Surrey, England. Presented by Paulus.
- Atkins, David and Judy Li (2014). Viva virtual reference: Using mixed methods to understand chat and email reference services. Poster. *American Library Association Annual Conference*, Las Vegas, Nevada, June 28, 2014. (co-author)
- Paulus, Trena, Megan Woods, David Atkins and Rob Macklin (2013). Current reporting practices of ATLAS.ti users in published research studies. *ATLAS.ti User Conference 2013: Fostering Dialog on Qualitative Methods*, Berlin, Germany. September 12, 2014. (co-author)

David P. Atkins

- Atkins, David (2012). Crossing Tennessee's grand divisions: How a statewide library courier can transform services and collections. *Tennessee Library Association Annual Conference*, Knoxville, TN, March 23, 2012.
- Atkins, David (2009). Going Global: Examining Issues and Seeking Collaboration. *International Interlending, International Federation of Library Associations and Institutions, 11th Interlending and Document Supply Conference*, Hannover, Germany, October 20, 2009.
- Atkins, David, Maribeth Manoff, Michael Rogers, and Pam Sedgwick-Barker (2008). It's just a click away: Using aleph request for cross-campus document delivery. *ELUNA (Ex Libris Users of North America) Conference*, Long Beach, California, July 31, 2008. (co-author)
- Booher, Connie and David Atkins (2007). InfoToGo: A new kind of interlibrary loan. *Tennessee Association of School Librarians, Annual Conference*, Franklin, Tennessee, November 16, 2007. (co-author)
- Atkins, David, Jack Stacy, Connie Booher, and Kevin Mallory (2007). Schooling interlibrary loan: Academic, public and school libraries. *Tennessee Library Association Annual Conference*, Chattanooga, Tennessee, April 20, 2007. (primary author)
- Atkins, David, Barbara Dewey and Anthony Smith (2006). Bridges across the Atlantic: US and Ugandan librarians collaborating our digital world. Poster. (primary author)
- *American Library Association, Annual Conference*, New Orleans, Louisiana, Sunday, June 25, 2006. Presenter.
  - *World Library and Information Congress: 72nd IFLA General Conference and Council*, August 20-24, 2006, Seoul, Korea. Presented by B. Dewey.
- Atkins, David and Jack Stacy (2006). Interlibrary loan in twenty-first century Tennessee public libraries. *Tennessee Library Association / Southeastern Library Association Joint Conference*, Memphis, Tennessee, April 7, 2006. (equal co-authors)
- Atkins, David and Dick Kawooya (2003). From the Great Smokies to the Mountains of the Moon: Tennessee-Uganda library connections. *Tennessee Library Association, Annual Conference*, Chattanooga, TN, April 3, 2003.
- Atkins, David (2002). 'Then, as my gift and thine own acquisition...' - The state of electronic document delivery. *Tennessee Library Association, Annual Conference*, Nashville, TN, March 28, 2002.
- Atkins, David (2002). We're in this thing together: Resource sharing collaborations in Tennessee. *Tennessee Library Association, Annual Conference*, Nashville, TN, March 28, 2002.
- Atkins, David (1999). Expanding periodical holdings: University of Tennessee's case-study in breadth. *Association of College & Research Libraries 9th National Conference*, Detroit, MI, April 9, 1999.
- Atkins, David (1998). Aerial photographs of coastal Louisiana: Vernacular usage of a digital library at LSU in digital libraries non-text formats. *Special Library Association, Annual Conference*, Indianapolis, IN, June 8, 1998.
- Atkins, David (1996). Reference statistics: IPEDS overview and the *ACRL Performance Manual*. *Louisiana Library Association, Annual Conference*, Alexandria, LA, March 21, 1996

#### Invited

- Paulus, Trena and David Atkins (2016). Qualitative research and the library. *Professional Development and Research Committee Program, University of Georgia Libraries*, Athens, GA, May 5, 2016.
- Atkins, David (2015). Lessons from Saturday morning cartoons: Wile E. Coyote and computer-assisted qualitative data analysis software. *University of Tennessee, Office of the Provost, Mic/Nite*, Knoxville, TN, March 26, 2015.

David P. Atkins

- Atkins, David (2014). UTas BIG lit review workshop. *University of Tasmania, School of Business and Economics Workshop*, March 13, 2014.
- Atkins, David (2014). Innovative practices for systematic reviews of literature. *University of Tasmania, School of Business and Economics Seminar*, March 11, 2014.
- Atkins, David (2012). Firefly, Tenn-Share's statewide courier: What does it mean? or How a statewide library courier can transform services and collections. *Tenn-Share Fall Conference*, Nashville, TN, September 28, 2012.
- Atkins, David (2012). Firefly, Tenn-Share's statewide courier: How to use it. *Tenn-Share Fall Conference*, Nashville, TN, September 28, 2012.
- Atkins, David (2012). Implementing the STARS Rethinking Resource Sharing Checklist. *American Library Association, Annual Conference*, June 29, 2012, Anaheim, CA.
- Atkins, David (2011). Using the RUSA/STARS Rethinking Resource Sharing Checklist for fun and profit: Applications for groups and individuals. Conference keynote presentation. *Resources for Libraries & Lifelong Learning and the Wisconsin Interlibrary Services Annual Joint Meeting*, Madison, WI, October 9, 2011.
- Atkins, David, DeAnne Luck and Matt Goldner (2009). Share your stuff: Revolutionizing ILL. *Tenn-Share/TLA GODORT Joint Conference: Smarter, Faster, Cheaper*, Nashville, TN, October 29, 2009. (co-author)
- Atkins, David (2007). Bridging the interlibrary loan divide: Tennessee's efforts to bring interlibrary loan to everyone in the state, *2007 OCLC ILLiad International Users' Meeting*, Virginia Beach, VA, March 15, 2007.
- Atkins, David (2003). ILLiad Seminar (daylong demonstrations and training). UW ILLiad "Best Practices" Workshop and User Meeting, *Wisconsin Library Services (WiLS) Interlibrary Loan Group Meeting*. University of Wisconsin, Madison. July 16, 2003.
- Atkins David (2003). Drive-thru ILL: Do you want ILLiad with that? *American Library Association, Annual Conference*, Toronto, Ontario, Canada, June 20, 2003.
- Atkins David (2003). Dine in or delivery?: ILLiad's Odyssey electronic delivery. *American Library Association Annual Conference*, Toronto, Ontario, Canada, June 20, 2003.
- Atkins, David (2002). Interlibrary loan/OCLC Group Access Capability (GAC): What lies beyond the GAC? *Tenn-Share Fall Conference*, Nashville Public Library, October 4, 2002.
- Atkins, David (2002). ILLiad ILL at the University of Tennessee. *Knoxville Area Health Sciences Library Consortia Spring Meeting*, Knoxville, TN, April 17, 2002.
- Atkins, David (2001). A dilly of a .DLL: Service and public interface design options available with the new ILLiad web .dll. *OCLC ILLiad Users Group. American Library Association Annual Conference*, San Francisco, CA, June 17, 2001.
- Atkins, David (1996). LSU's unified workstation. General Session Presentation, *Louisiana NOTIS Users Group Meeting (LaNUGM)*, University of New Orleans, LA, November 15, 1996.
- Atkins, David (1997). Opening doors to access LOUIS resources: LSU's unified workstation and the LOUIS Network. *Louisiana Library Association, Annual Conference*, New Orleans, LA, March 20, 1997.
- Atkins, David (1995). What's new in electronic resources at the LSU Libraries? : LOLA & the Local Area Network. *Baton Rouge Area Library Club*, Louisiana State University, Baton Rouge, LA, March 21, 1995.

## GRANTS

### Active

David P. Atkins

2018-2019, United States Agriculture Information Network, Project Ceres Digitization Grant, "Tennessee Farm News," \$12,000. (co-investigator)

Completed

2009-2012, Interlibrary Services for the State of Tennessee, State of Tennessee, Secretary of State, Tennessee State Library and Archives, \$9,708. (principal investigator)

**SERVICE**

Service to the Libraries

*~Active*

UT Libraries Dean's Cabinet, 2015 – present  
Collaborative Print Collections Working Group, 2017-present, (co-convener)  
Library Council, 2008 – present  
Library Assessment Advisory Group, 2014 – present  
Library Faculty Research Interest Group, 2016 – present (convener)

*~Completed*

Search Committees

Assistant Librarian for Instruction & Outreach, 2017-2018 (chair)  
Agriculture & Natural Resources Liaison Librarian, 2016-2017 (chair)  
Electronic Resources Librarian, 2016 (chair)  
Scholarly Communication Librarian, 2014  
Diversity Residents, Committee, 2012 (chair)  
Business Librarian, 2011  
Associate Dean, Collections, 2009-2010  
Department Head, Library Technology Services, 2008  
Serials Coordinator, 2006  
Coordinator, Science & Technology Group, 2001 – 2002  
Coordinator, Digital Media Services, 2001  
Programmers, Systems, 2000  
Agriculture and Natural Resources Librarian, 2000  
Systems Librarian, 1999

Library Faculty

Library Faculty Promotion and Tenure Criteria Working Group, 2014 – 2017(chair)  
Library Faculty Executive Committee, 2007 – 2010  
Co-chair elect, 2008; Co-chair, 2009; Past Co-chair, 2010  
Faculty Research Incentives Program (FRIP), 2005-2007 (2006-2007, chair)

UT Libraries Makerspace Planning Group, 2017-2018 (co-convener)  
UT Libraries Strategic Planning, Organizational Excellence Working Group, May – June, 2016 (convener)  
Catalog Advisory Think Tank, 2012 – 2014  
Library Faculty Research Leave Application Review Committee, 2013 (chair)  
Hodges Library First Floor Study Group, 2011 – 2012

## David P. Atkins

Library Assessment Advisory Group, 2009 – 2011  
Mod Squad Mobile Devices and Services Workgroup, 2009 – 2011  
Library Spirit Awards Committee  
Chair: 1999 – 2000 & 2009 – 2010  
Member: 1998 – 1999  
Next Generation Catalog Exploratory Committee, 2008 – 2009  
Collection Development & Management Advisory Group, 2001 – 2008  
Library Management Group, 2001 – 2008  
Facilities Subcommittee, 2001 – 2006  
Duplication/Reserve Services Working Group, 2004 – 2005 (convener)  
Periodicals/Reference/Government Documents Working Group, 2005 – 2006  
(convener)  
Public Services and Spaces Working Group, 2004 – 2005  
Aleph Library System Implementation Team, 2002 – 2004  
Hodges Library Public Spaces Working Group, 2002 – 2003 (convener)  
Staff Development Advisory Committee, 2002 – 2003  
SFX Implementation Group, 2002  
Disabilities Services Coordinator, 2001 – 2002  
Diversity Committee, 2001 – 2002  
Dean's Faculty Advisory Committee on Promotion, Tenure, and Retention, 2001  
Dean's Faculty Cabinet, 1998, 2000 – 2001  
Information Alliance Steering Committee 1998 – 2000, (UT representative)  
Catalog Advisory Group (CAG) & subgroups, 1997 – 1999  
SiteSearch Index Filters, 1997-1998  
Web Catalog Help Site, 1998  
Hooks-to-Holdings, 1998 – 1999  
LibLink/Library Web Site Redesign Group & Subgroups, 1997 – 1999  
Database Menus/dbwizard Design and Implementation Group, 1999  
Menus on the Fly Design Group, 1999

### Service to the University

University of Tennessee, College of Veterinary Medicine Teaching & Learning Center  
Facilities Program Planning Group, 2018

Tennessee Speech and Debate Society, 2015- present  
Library Liaison and Alumni Member

#### Faculty Senate

Library Senator, 2008 – 2012  
Information Technology Committee, 2008 – 2009  
University System Relations Committee, 2009 – 2010  
Budget and Planning Committee, 2011 – 2012

Office of Information Technology and UT Libraries Joint Operations / Commons Steering  
Committee, 2005 – 2008

### Service to the Profession

Updated January 7, 2019

page 8

David P. Atkins

*~International & National*

University of Tennessee/Makerere University Libraries, Kampala, Uganda, Exchange Program, 2001 – 2009 (program coordinator)

American Library Association

Reference and Adult User Services (ALA/RUSA)

RUSA Executive Committee, 2012 – 2013

RUSA Budget and Planning Committee, 2011 – 2012

Sharing and Transforming Access to Resources Section (STARS)

Publication Recognition Award Committee, 2018 (member)

Executive Board

Chair-elect, 2011 – 2012

Chair, 2012 – 2013

Past-chair, 2013 – 2014

Nominating Committee, 2014 – 2016 (2014-2015, chair)

STARS Section Review Committee, 2011 – 2013

Interlibrary Loan Discussion Group, 2010 – 2012 (elected chair)

International Interlibrary Loan Committee, 2004 – 2011 (2004-2005, chair)

Website and listserv manager, 2005 – 2006

Rethinking Resource Sharing Policies Committee, 2008 – 2010

Wiki administrator, 2008 – 2009

Association of College and Research Libraries (ALA/ACRL)

Science & Technology Section

Publications Committee, 1995 – 2000 (1997-1999, co-chair)

Researcher & web editor, 1999 – 2000

listservs and website editor, 1995 – 1999

Bibliographic Instruction Section

Communications Committee, 1995 – 1997

Empirical Librarians Conference, 4<sup>th</sup> Annual, 2018

Program Peer-Review and On-Site Implementation Committees

OCLC ILLiad Users' Group 2000 – 2007 (2001 – 2002, elected chair)

RAPID Interlibrary Loan Users' Group, 2001 – 2006

*~State and Regional Service*

Preserving the Academic Record of Scientific and Scholarly Literature for the State of Tennessee (PARSSL), 2013 – 2016

Steering Committee, 2013 – 2016

Collection Holdings Survey Working Group, 2013 – 2015 (convener)

Association of Southeastern Regional Libraries (ASERL)

ASERL/CRL Serials Retention Pilot Project, 2017 – Present

Best Practices Survey Project Leader, 2010 – 2014

Interlibrary Loan Working Group, 2007 – 2014

David P. Atkins

Tenn-Share, Tennessee's statewide, multi-type library consortium, 2000 – present  
Nominating Committee, 2013 – 2015  
Tenn-Share State Wide Courier RFP Committee, 2011 – 2013  
RFP Committee, 2011 – 2012 (chair)  
Courier Implementation Group, 2012 – 2013 (chair)  
Tenn-Share Annual Conference Program Planning Committee, 2010, 2011  
Share Your Stuff Committee, 2009 – 2012

Tennessee Electronic Library II Task Force: One-Step Access to Library Collections,  
2003 – 2009 (chair)  
Tenn-Share Annual Meeting Program Planning Committee, 2006

Tennessee Library Association  
Conference Program Planning Committee, 2004  
A/V Sub-Committee (co-chair)

*~External Reviewer for Promotion and/or Tenure*

Kent State University Libraries, 2017, for promotion to Professor  
University of Maryland Libraries, 2014 for promotion to Librarian (Full Professor)  
University of Kansas Libraries, 2013 for promotion to Librarian (Full Professor)  
University of Indiana/Purdue University Indianapolis, 2013, for promotion and tenure to  
Associate Professor  
University of Houston Libraries, 2013, for promotion and tenure to Associate Professor  
University of Mississippi, 2012, for promotion and tenure to Associate Professor  
University of Missouri-Kansas City, 2009, for promotion to Librarian II (Associate  
Professor)  
Auburn University Libraries, 2009 for promotion and tenure to Associate Librarian  
Queens College, City University of New York, 2008, for promotion and tenure to  
Associate Professor  
University of South Carolina, 2005, for tenure as Associate Professor

*~Editorial Service and Formal Manuscript Review*

*Internet Reference Services Quarterly*, Routledge, Editorial Board, 2005 – 2012. Ten  
manuscripts reviewed.  
*Public Services Quarterly*, Haworth Press, Editorial Board, 2003 – 2004 (title became  
*Internet Reference Services Quarterly*). Two manuscripts reviewed.  
*Libres: Library and Information Science e-journal*. Webmaster and mirror site manager, 1995  
– 1999

**MEMBERSHIPS**

American Library Association (ALA), 1992 – present  
Reference and Adult User Services (ALA/RUSA), 2001 – present  
Sharing and Transforming Access to Resources Section (RUSA/STARS), 2004 –  
present  
Interlibrary Loan Discussion Group, 2001-2004  
Management and Operation of User Services Section, 2001-2004

David P. Atkins

Association of College and Research Libraries (ALA/ACRL), 1994 – 2006, 2015 – present  
University Libraries Section, 2015 - present  
Science & Technology Section, 1994 – 2006  
Instruction Section, 1994 - 1999  
International Relations Round Table, 2004 – 2010

Tennessee Library Association, 2001 – 2009  
Louisiana Library Association, 1995 – 1997

### **EXAMPLES OF CONTINUING EDUCATION/PROFESSIONAL DEVELOPMENT**

Southeastern Library Assessment Conference, Georgia Institute of Technology, Atlanta, GA, Nov. 2017

@Risk: Stewardship, Due Diligence, and the Future of Print, a CRL Collections Forum. Center for Research Libraries, University of Chicago, Chicago, IL, April 14-15, 2016

“Beyond Our Stacks #3: Rightsizing an Academic Library Collection.” Suzanne Ward, Presenter. Association of Southeast Research Libraries webinar, Oct. 22, 2015

Annual IDS Project Membership Meeting and Conference:

~The IDS Project: Valuing Community and Innovation. Albany Law School, Aug 2 – 3, 2011

~Transforming Discovery and Delivery: Acquisitions, ILL, and IDS Search. State University of New York, Oswego, Aug 3 – 4, 2010

ILLiad International Conference and Users Group Meeting, Virginia Beach, Virginia. March 2011, 2008, and 2007

Collaborative Library Resource Sharing: Standards, Developments, and New Models for Cooperating, A NISO Educational Forum. National Information Standards Organization. Atlanta, GA. October 6 – 7, 2008

Throw Off Your Policies and Expose Your Resources: Rethinking Resource Sharing. American Library Association, Reference and Adult Services Division, Sharing and Transforming Access to Resources Section Preconference, Anaheim, CA, June 27, 2008

Library Leadership for New Managers Program. Association of Research Libraries Training Institute. Washington, DC, September 22-25, 2003 (competitive selection process)

Envisioning the Future Tennessee Libraries: The Next 100 Years. Tennessee Library Association Pre-Conference. Nashville, TN, March 26, 2002

Shaping Interlibrary Loan/Document Delivery in the 21st Century: National ILL/DD Conference. University of Michigan, Ann Arbor, MI, November 8 – 9, 2001

ILLiad Administrator’s Training. Atlas Systems, Virginia Beach, VA, May 30 – 31, 2001

Southeastern Institute on Collaborative Library Leadership: An Institute to develop and enhance leadership among library staff in the southeast. Atlanta, GA, May 7 – 11, 2001. Sponsored by Solinet, Institute of Museum and Library Services, and the Council on Library and Information Resources (competitive selection process)

Program Planning and Using Creativity. Association for Research Libraries and the Information Alliance. University of Kentucky, Lexington, KY, November 17, 2000

From Data to Action: An ARL Workshop on Strategies to Redesign ILL/DD Services. Association of Research Libraries. California State Polytechnic, Pomona, CA, March 23 – 24, 2000

Host. Understanding the New DOCLINE. Knoxville Area Health Sciences Libraries and Information Centers training provided by National Library of Medicine personnel. John C. Hodges Library, UT, June 14, 2000

Updated January 7, 2019

page 11

David P. Atkins

Managing and Deploying Microsoft NT and Related Technologies in Libraries, American Library Association, LITA Preconference, Washington, DC, June 26, 1998  
SiteSearch Administrator Training, OCLC, Dublin, OH, July 14 – 18, 1997  
Copyright Law in the Age of Technology, Hill Memorial Library, LSU, October 1995  
Geographic Information Systems: An Introduction, American Library Association, LITA Pre-Conference, Chicago, IL, June 1995  
The Successful Searcher, SOLINET's OCLC workshop, LSU, April 1995

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
FEBRUARY 2019 MEETING

ACTION ITEM

DATE: February 22, 2019

ITEM: Tenure Appointment with the Rank of Professor in the Department of Rehabilitative Sciences for Dr. Jeff Snodgrass

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Bert C. Bach  
Vice President for Academic Affairs

Dr. Snodgrass comes to East Tennessee State University from Milligan College, where he served as the chair and professor of the Department of Healthcare Administration and Occupational Therapy. In that role he directed the graduate program for a total of 12 years; oversaw assessment and accreditation activities; and led and served on numerous college-wide committees, including a strategic growth task force and a SACS steering committee. He has held leadership roles in state and national health care associations, including serving as chair of the Tennessee Board of Occupational Therapy Examiners. Dr. Snodgrass also holds part-time faculty appointments in the School of Health Sciences at Walden University and in Business Administration at Bethel University. Dr. Snodgrass is a proud alumnus of East Tennessee State University, having earned a Master's degree in Public Health here. He earned a Ph.D. in Health Sciences from Trident University International. Prior to moving to Milligan College he held faculty appointments in the College of Public Health at East Tennessee State University and at the University of St. Augustine for Health Sciences in its departments of occupational and physical therapy. He has co-authored two books and contributed chapters to six, as well as written several articles and served on a variety of health science peer-review journals.

With the full support of the College of Clinical and Rehabilitative Health Sciences faculty and of President Noland, Dr. Snodgrass is recommended to be awarded tenure and the faculty rank of full professor in the Department of Rehabilitative Sciences.

**MOTION: I move that the Board of Trustees adopt the resolution, approving tenure at the rank of professor for Dr. Jeff Snodgrass.**

**RESOLVED: Upon recommendation of the Academic and Student Affairs Committee, the Board of Trustees awards Dr. Snodgrass tenure at the rank of professor in the Department of Rehabilitative Sciences effective upon action of the board.**



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

PO Box 70734 Johnson City, TN 37614-1710 | P 423-439-4211 | F 423-439-4004

David Linville, M.D., Ed.D., Secretary of the Board  
ETSU Board of Trustees  
East Tennessee State University

January 24, 2019

Dr. Linville,

I recommend that the Board of Trustees award tenure upon appointment at the rank of professor in Rehabilitative Sciences to Dr. Jeff Snodgrass, chair of the Department of Rehabilitative Sciences, effective January 1, 2019. A committee of senior faculty representing every department in the College of Clinical and Rehabilitative Health Sciences has reviewed his curriculum vitae and recommended his appointment as a tenured professor.

Dr. Snodgrass comes to East Tennessee State University from Milligan College where he served as the chair and professor of the Department of Healthcare Administration and Occupational Therapy. In that role, he directed the graduate program for twelve years; oversaw assessment and accreditation activities; and led and served on numerous college-wide committees, including a strategic growth task force and a SACS steering committee. He has held leadership roles in state and national health care associations, including serving as chair of the Tennessee Board of Occupational Therapy Examiners. Dr. Snodgrass also holds part-time faculty appointments in the School of Health Sciences at Walden University and in Business Administration at Bethel University. Dr. Snodgrass is a proud alumnus of East Tennessee State University, having earned a master's degree in Public Health. He earned a Ph.D. in Health Sciences from Trident University International. Prior to moving to Milligan College, he held faculty appointments in the College of Public Health at East Tennessee State University and at the University of St. Augustine for Health Sciences in its departments of occupational and physical therapy. He has co-authored two books, contributed chapters to six, written several articles, and served on a variety of health science peer-review journals.

Sincerely,

Brian Noland  
President

**Attachments**

c: Dr. Wilsie Bishop  
Dr. Don Samples  
Ms. Diana McClay

# Jeff Snodgrass, PhD

**WORK ADDRESS:** East Tennessee State University  
Department of Rehabilitative Sciences  
P.O. Box 70260

## **EDUCATION**

---

### **PhD- Doctor of Philosophy in Health Sciences**

Trident University International, 2006

Area of Specialization: Health Care Administration

Dissertation: Faculty perceptions of occupational therapy program directors' leadership styles and outcomes of leadership

### **MPH- Master of Public Health (CEPH-Accredited)**

East Tennessee State University, 2001

Area of Concentration: Public Health Administration

Internship: Hospital administration, Wellmont Health Systems, Kingsport, TN

### **Bachelor of Science**

Eastern Kentucky University, 1996

Major: Occupational Therapy

## **UNIVERSITY TEACHING EXPERIENCE**

---

2003-2018

### **Professor of Healthcare Administration & Occupational Therapy (tenured) (2014)**

Associate Professor of Occupational Therapy (2006-2014, tenured in 2008)

Assistant Professor of Occupational Therapy (2003-2006)

Milligan College

Departments of Business Administration & Occupational Therapy

Courses designed and taught (hybrid and online bachelor's and master's level): BADM 525 Administration of Healthcare Organizations, BADM 380 Introduction to Health Care Administration, BADM 481 Policy and Issues in Healthcare, MOT 710 Leading and Managing Occupational Therapy Services, MOT 643 Industrial and Orthopedic Rehabilitation, MOT 615 Work Programs.

2007-Present

**Graduate Faculty, Health Services and Public Health (Part-time)**

Walden University

School of Health Sciences- Master of Public Health PhD Programs in Health Services and Public Health

Responsibilities include serving as lead faculty and subject matter expert for public health administration and leadership and health policy courses, developing and instructing online courses, mentoring new graduate faculty, chairing dissertation committees, serving as an administrator and instructor at doctoral academic residencies.

Courses designed (online master's level): PUBH 6127 Health Policy, Politics, and Progress, PUBH 6031 Administration and Leadership in Public Health.

Courses taught (online master's and doctoral level): PUBH 6031 Administration and Leadership in Public Health, PUBH 6175 & 8175 Health Policy and Management, PUBH 6250 US and International Health Care Systems, Foundations of Health Care Administration.

2017-Present

**MBA Lecturer, Healthcare Administration**

Bethel University

College of Professional Studies- Master of Business Administration with Concentration in Healthcare Administration Program

Courses taught (online): HCA 501 Healthcare Administration, HCA 521 Leading Healthcare Organizations, HCA 531 Health Policy, HCA 561 Strategic Planning and Execution in Healthcare.

2007-2012

**Adjunct Associate Professor (Part-time)**

University of St. Augustine for the Health Sciences

Doctoral Programs in Education, Occupational and Physical Therapy

2007-2012

Course designed and taught (online doctoral level): HSA 6201 Organizational Leadership and Policy in Health Care.

2007-2008

**Graduate Adjunct Faculty, Public Health**

East Tennessee State University

College of Public Health- Doctor of Public Health Program

2007-2008

Course designed and taught (online): PUBH 8130 Public Health Leadership, Policy Development and Ethics.

## **ADMINISTRATIVE EXPERIENCE**

---

2006-2018

**Area Chair and Program Director**  
**Department of Occupational Therapy**

Milligan College, Milligan College, TN

2006-Present

Duties and Responsibilities:

- Responsible for the leadership and administration of a graduate accredited occupational therapy program including but not limited to maintenance of program accreditation and quality of the curriculum, student fieldwork experience planning, strategic planning, budgeting, program evaluation, learning outcomes assessment, faculty recruitment, and program marketing and student recruitment.
- Mentor and supervise six core and eight part-time graduate faculty members.
- Manage annual operational budget of approximately \$950,000.
- Major accomplishments:
  - Successfully led program reaccreditation efforts of the department including an extensive 1½ year self-study process culminating in successful reaccreditation for the maximum allowed 10 years.
  - Achieved record program enrollment for 13 consecutive years with an overall increase of more than 100% between 2006 to 2018.
  - Move to renovated facilities that doubled classroom, laboratory and faculty office space.
  - Alumni pass rate on national OT registration examination highest in program's history (which exceeds the national average).
  - Increased faculty scholarship and research including peer-reviewed publications, national presentations and published books and book chapters.

2001-2003

**Ergonomics Program Director**

Wellmont Health System, Kingsport, TN

Duties and Responsibilities:

- Responsible for system-wide development and administration of ergonomic and injury prevention program including program development, policy and procedures, strategic planning, marketing and media relations.
- Responsible for developing and implementing system-wide injury prevention program for 1,000+ nursing staff including supervision of multidisciplinary, multi-site training teams.
- Responsible for development and provision of professional presentations, educational seminars, and training to regional employers and allied health professionals.

1997-1999

**Director of Occupational Therapy**

Columbia Health System- Indian Path Rehabilitation Center, Kingsport, TN

Duties and Responsibilities:

- Responsible for operational, strategic, and financial management of occupational therapy department providing services in skilled nursing, outpatient and acute care settings.
- Developed outpatient upper extremity rehabilitation program.
- Supervised therapist, assistants and technicians.
- Developed and implemented restorative care nursing program, performance improvement

program, and fieldwork student programs.

## **PROFESSIONAL HEALTHCARE EXPERIENCE**

---

2003-2008

### **Owner- Occupational Rehabilitation and Ergonomic Consulting Services**

Duties and Responsibilities:

- Provided ergonomic evaluations and developed injury prevention programs for corporations including GlaxoSmithKline Pharmaceuticals, Snap-On Tools and Boise Office Solutions.
- Provided functional capacity evaluations and return to work determinations as an independent contractor with Wellmont Health System.

1999-2001

### **Upper Extremity Specialist-Occupational Therapist**

Wellmont Health System, Kingsport, TN

Duties and Responsibilities:

- Provided direct specialty care services at the Hand Therapy Center specializing in upper extremity rehabilitation.
- Supervised Occupational Therapists, OT Technicians and supportive personnel.
- Supervised Level I and II fieldwork OTR and COTA students.

1996-1997

### **Occupational Therapist**

Therapy Innovations, Gate City, VA

Duties and Responsibilities:

- Performed evaluations, assessment and interventions for adult physical dysfunction population in home health, outpatient and skilled nursing.
- Supervised therapists, assistants and technicians.
- Developed and marketed outpatient OT services.

## **PEER-REVIEWED PUBLICATIONS**

---

### **ARTICLES**

Snodgrass, J. (2017). Is there evidence for the effect of occupational therapy interventions using cognitive-behavioral therapy (CBT) approaches for adults with musculoskeletal disorders of the spine (cervical, thoracic, lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-CBT.aspx>

Snodgrass, J. (2017). Is there evidence for the effect of occupational therapy interventions using client education for adults with musculoskeletal disorders of the spine (cervical, thoracic, lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-Client-Ed.aspx>

Snodgrass, J. (2017). What is the evidence for the effectiveness of occupational therapy interventions that use functional restoration for adults with musculoskeletal disorders of the spine (cervical, thoracic, and lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-Functional.aspx>

Snodgrass, J. (2017). Is there evidence for the effect of occupational therapy interventions that use multidisciplinary approaches for adults with musculoskeletal disorders of the spine (cervical, thoracic, and lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-Multidisciplinary.aspx>

Snodgrass, J. (2017). What is the evidence for the effect of occupational therapy interventions that use physical agent modalities for adults with musculoskeletal disorders of the spine (cervical, thoracic, and lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-PAMs.aspx>

Snodgrass, J. (2017). What is the evidence for the effect of occupational therapy interventions that use therapeutic exercise for adults with musculoskeletal disorders of the spine (cervical, thoracic, lumbar)? (Critically Appraised Topic). Bethesda, MD: American Occupational Therapy Association. Retrieved from <https://www.aota.org/Practice/Rehabilitation-Disability/Evidence-Based/CAT-Musculo-Therex.aspx>

Green B N, Johnson C D, Snodgrass J., Smith, M., Dunn, A. (September 26, 2016). Association between smoking and back pain in a cross-section of adult Americans. *Cureus* 8(9): e806. doi:10.7759/cureus.806

Gibson, J., & Snodgrass, J. (2014). The relationship of health literacy to the stress level of informal caregivers. *The International Journal of Literacies*, 20(4),1-12.

Snodgrass, J. (2011). Effective occupational therapy interventions in the rehabilitation of individuals with work related low back injuries and illnesses: A systematic review. *American Journal of Occupational Therapy*, 65(1), 7- 9.

Snodgrass, J. (2011). Special issue on work-related injuries and illnesses and the role of occupational therapy: Implications of a systematic literature review for practice, research, education, and policy. *American Journal of Occupational Therapy*, 65(1), 37-43.

Snodgrass, J., Hall, B., Price, S., Robinette, A., & Smith, B. (2009, December). Preventing work-related low back injuries: An evidence-based approach. *Work and Industry Special Interest Section Quarterly*, 23(4), 1-4.

Snodgrass, J., & Shachar, M. (2008). Faculty perceptions of occupational therapy program director's leadership styles and outcomes of leadership. *Journal of Allied Health*, 37(4), 225-235.

Snodgrass, J., Douthitt, S., Ellis, R., Wade, S., & Plemons, J. (2008). Occupational therapy practitioner's perceptions of rehabilitation manager's leadership styles and outcomes of leadership. *Journal of Allied Health*, 37(1), 38-44.

Snodgrass, J. (2006). *Faculty perceptions of occupational therapy program director's leadership styles and outcomes of leadership*. TUI International, ProQuest Digital Dissertations, AAT 3231489.

Susak, V., & Snodgrass, J. (2005). Trends in health care: Threats and opportunities for occupational therapy. *Advance for Occupational Therapy*, 21(10), 40.

Stroup, E. L., & Snodgrass, J. (2005). The motor control model. Treatment applications and research considerations. *Advance for Occupational Therapy Practitioners*, 21(3), 48-49.

Snodgrass, J. (2004). Getting Comfortable: Developing a clinical specialty in ergonomics has its own challenges and rewards. *Rehab Management: Interdisciplinary Journal of Rehabilitation*, 17 (6), 24-27.

## **BOOKS AND BOOK CHAPTERS**

Snodgrass, J., & Amini, D. (2017). *Occupational therapy guidelines for adults with musculoskeletal conditions*. Bethesda, MD: AOTA Press. <https://doi.org/10.7139/2017.978-1-56900-439-5>

Snodgrass, J. (2017). Work and industry: Ethical considerations for occupational therapy practitioners. In M. Reitz & J. Scott (Eds.), *Practical Applications for the Occupational Therapy Code of Ethics and Ethics Standards* (2<sup>nd</sup> ed.). Bethesda, MD: AOTA Press.

Snodgrass, J. (2015). The older worker and ergonomics. In L. A. Hunt & C. Wolverson (Eds.), *Work and the Older Person: Increasing Longevity and Wellbeing*. Thorofare, NJ: Slack Incorporated.

Snodgrass, J., & Gupta, J. (2014). Work occupations. In J. Hinosjosa & Blount, M.L. (Eds.), *Texture of Life: Purposeful Activities in the Context of Occupation*, 4th Edition. Bethesda, MD: AOTA Press.

Snodgrass, J. (2012). Work and industry: Ethical considerations in designing an injury prevention program. In M. Reitz & J. Scott (Eds.), *Practical Applications for the Occupational Therapy Code of Ethics and Ethics Standards*. Bethesda, MD: AOTA Press.

Snodgrass, J. (2010) Leadership development. In G. McCormack & K. Jacobson (Eds.), *The Occupational Therapy Manager* (pp. 265-279) (5<sup>th</sup> ed.). Bethesda, MD: AOTA Press.

Kaskustas, V., & Snodgrass, J. (2009). *Occupational therapy practice guidelines for individuals with work related injuries and illnesses*. Bethesda, MD: AOTA Press.

Snodgrass, J. (2007). Health care administration, management and work program review questions. In P. Bowery & D. P. Bethea (Eds.), *Mosby's Review for the Occupational Therapy Board Examination*. St. Louis, MO: Elsevier.

## **PEER-REVIEWED PRESENTATIONS (State and National)**

---

Snodgrass, J. & Amini, D. (2018, April). Occupational Therapy Practice Guidelines for Adults with Musculoskeletal Conditions. Paper presented at the American Occupational Therapy Association, Salt Lake City, UT.

Snodgrass, J. (2016, October). Office ergonomics- Influence of education and assessment on musculoskeletal discomfort. Poster presented at the 2016 American Public Health Association's Annual

Conference, Denver, CO.

Green, B., Johnson, C., Snodgrass, J. (contributor), Smith, M., & Risica, P. (2016, October). Association of biopsychosocial factors with back pain in adult Americans. Presented at the North American Spine Society 31<sup>st</sup> Annual Meeting, Boston, MA.

Connor, M., Margaritis, V., Snodgrass, J. (contributor), Koletsi-Kounari, H., & Mamai-Homata, E. (September, 2015). Diffusion of rapid HIV oral testing among dental professionals. Paper presented at the 20th Annual Congress of the European Association of Dental Public Health, Istanbul, Turkey.

Arbesman, M., Dorsey, J., Poole, S., Roll, S., Siegel, P., Snodgrass, J., et al. (2015, April). Systematic review on occupational therapy and adults with musculoskeletal disorders and arthritis. Paper presented at the American Occupational Therapy Association, Nashville, TN.

Snodgrass, J. (2014, September). The interaction of burnout, leadership, and demographic factors among rehabilitation professionals. Poster presented at the Tennessee Occupational Therapy Association, Nashville, TN.

Gupta, J., & Snodgrass, J. (2013, October). The post-professional occupational therapy doctorate: A critical analysis. Education Summit. Paper presented at the American Occupational Therapy Association, Atlanta, GA.

Snodgrass, J. & Gupta, J. (2013, October). Influences and perceived outcomes of professional socialization in occupational therapy. Poster presented at the Education Summit, American Occupational Therapy Association, Atlanta, GA.

Snodgrass, J. Edwards, J. & Yearly, N. (2013, September). A survey of occupational therapy workforce needs in Tennessee. Paper presented at the Tennessee Occupational Therapy Association Annual Conference, Nashville, TN.

Fick, F., Gerg, M., & Snodgrass, J. (2013, April). Work and industry: careers for occupational therapy. Paper presented at the American Occupational Therapy Association Annual Conference, San Diego, CA.

Green, B., Johnson, C., Dunn, A., Lockett, C., & Snodgrass, J. (contributor). (2013, April). Plausible theories for the association between smoking and back pain. Poster presented at the World Federation of Chiropractic Congress (12<sup>th</sup> annual), Durban, South Africa.

Snodgrass, J. (2012). Effects of motivating and hygiene factors on job satisfaction among school health nurses. Paper presented at the American Public Health Association Annual Conference, San Francisco, CA.

Green, B., Johnson, C., Dunn, A., Lockett, C., & Snodgrass, J. (2012, October). Plausible theories for smoking and low back pain: Review of the literature. Poster presented at the American Public Health Association Annual Conference, San Francisco, CA.

Snodgrass, J. (2012). Evidence based interventions for individuals with rheumatoid arthritis. Paper presented at the Tennessee Occupational Therapy Association Annual Conference, Nashville, TN.

Scott, J., Reitz, M., Snodgrass, J., Richmond, T., Larson, E., Roley, S., Gabriel, L., et al. (2012, April). Promoting ethics in the ever-changing environments of practice, science, and innovation. Paper presented at the American Occupational Therapy Association Annual Conference, Indianapolis, IN.

Snodgrass, J. (2011, October). Utilization of ergonomics in traditional hand therapy settings. Poster presented at the American Society of Hand Therapists Annual Conference, Nashville, TN.

Snodgrass, J. (2010, November). Preventing work-related low back injuries: An evidence-based, rehabilitative approach. Poster presented at the American Public Health Association Annual Conference, Denver, CO.

Gupta, J., & Snodgrass, J. (2010, April). Workplace injury prevention: An evidence-based approach to practice and program development. Paper presented at the American Occupational Therapy Associations' Annual Conference, Orlando, FL.

Gupta, J., Snodgrass, J., Gibson, R., Arbesman, M., & Lieberman, D. (2009, April). Evidence-based practice: Academic partnerships. Paper presented at the American Occupational Therapy Association's Annual Conference, Houston, TX.

Snodgrass, J., Kaskutas, V., Arbesman, M., Metzler, C. (2009, April). Occupational therapy interventions for work-related injuries: Translating the evidence. Paper presented at the American Occupational Therapy Association's Annual Conference, Houston, TX.

Snodgrass, J. (2008, October). Clinical practice guidelines for work-related injuries. Paper presented at the Tennessee Occupational Therapy Association Annual Conference, Nashville, TN.

Snodgrass, J., Brobeck, S., Netherland, A. (2008, October). A survey of occupational therapy workforce needs in Tennessee. Poster presented at the Tennessee Occupational Therapy Association Annual Conference, Nashville, TN.

Abersman, M., Amini, D., Bohr, P., Kakustas, V., Lieberman, D., Snodgrass, J., Thomas, J. (2008, April). Workers' compensation practice guidelines for occupational therapy. Paper presented at the American Occupational Therapy Association's Annual Conference, Long Beach, CA.

Colaiani, D., Snodgrass, J. (2004, November). OT Practice Framework: Bridging the gap between academia and clinical practice. Paper presented at the Tennessee Occupational Therapy Association Annual Conference, Nashville, TN.

Snodgrass, J. (2004, October). Strategies for integrating ergonomics with hand therapy. Paper presented at the American Society of Hand Therapists 27<sup>th</sup> Annual Meeting, Charlotte, NC.

## **HEALTH CARE LICENSES and CERTIFICATIONS**

---

Licensed Occupational Therapist, No. 1713, Tennessee, 1996-present  
Licensed Occupational Therapist, No. 1888, Virginia, 1996-present  
Registered Occupational Therapist, No. 1009038, National, 1996-present  
Board Certified Disability Analyst, No. 5667, National, 2002-2009  
Certified Work Capacity Evaluator, No. 900544, National, 2003-2013  
Certified Ergonomic Evaluation Specialist, No. 99165 National, 2002-2007

## SERVICE

---

### *Profession*

- Peer reviewer for numerous scholarly journals including, *Journal of Behavioral, Social and Health Sciences* (2012-Present), *WORK: A Journal of Prevention, Assessment, and Rehabilitation* (2013-Present), *Journal of Injury and Violence Research* (2011-2015), *American Journal of Occupational Therapy* (2009-present), *Environmental Health Insights* (2015).
- Associate Editor, *Journal of Behavioral, Social and Health Sciences* (2012-2015),
- Editorial board member, *Occupational Therapy in Health Care* (2008-2012), guest reviewer (2013-Present).
- Expert reviewer for the American College of Occupational and Environmental Medicine's clinical guidelines including low back disorders, hip and groin disorder, and cervical and thoracic spine disorders (2008-2017).
- Guest editor- special issue of the *American Journal of Occupational Therapy* focusing on evidence-based practice guidelines for work-related injuries (2011 January/February issue).
- Quarterly Editor, *Work and Industry* Special Interest Section Newsletter, American Occupational Therapy Association (2008-2011).
- Board member, Commission on Education, American Occupational Therapy Association (2010-2013)
- Board Member (2006-2009) and Chair (2008), Occupational Therapy Board of Examiners, Division of Health-Related Boards, Tennessee.
- Executive Board Member and Northeast District Chair, Tennessee Occupational Therapy Association (2003-2005).

### *Community*

- Board member and data and outcome researcher, Spine Health Foundation (2014-2017).
- Accreditation Leadership Team and Chair of the Evaluation Standards Committee, Senior Center, Johnson City (2012-2014).
- Population Health Steering Committee, Mountain States Health Alliance-Wellmont Health System Merger (2015-2016).

### *University*

- Chair, Institutional Review Board (Milligan College, 2014-2018), Member (2018).
- Strategic Growth Task Force (Milligan College, 2013-Present).
- Steering Committee, SACS reaccreditation (Milligan College, 2010).
- Strategic Planning Committee, Chair of the Finance Subcommittee (Milligan College, 2009).
- Academic Committee (Milligan College, 2006-2015).
- Health Care Administration Curriculum Task Force (Milligan College, 2008).

### *Department*

- Chair, Occupational Therapy Faculty Council (Milligan College, 2006-Present).
- Occupational Therapy Admissions Committee (Milligan College, 2003-Present).
- Chair, Occupational Therapy Admissions Committee (Milligan College, 2003-2006).
- Chair, Theses Projects (Milligan College, 2003-Present).

## **MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS**

---

- American Public Health Association (2004-Present).
- Academy Health (2010-2013).
- American College of Healthcare Executives (2000-2008).
- American College of Disability Analysts (2001-2012).
- American Occupational Therapy Association (1995-Present).
- Tennessee Occupational Therapy Association (1998-Present).

## **PROFESSIONAL RECOGNITION**

---

- Roster of Fellows for the American Occupational Therapy Association (2017).
- Fellow of the American College of Disability Analysts (2002).
- Bernard L. Turner Faculty Award at Walden University (2012).
- Service Commendation, American Occupational Therapy Association (2011 & 2013).

## **DISSERTATION AND THESIS SERVICE**

---

### **Dissertation Committee Chair**

- Lentenbrink, L. The impact of adaptive leadership capacity on complex organizational health systems outcomes (2015-2017). Walden University.
- Green, B. N. The association of smoking with low back pain in adult Americans: Analysis of the 2012 National Health Interview Survey (2012-2015). Walden University.
- Presley, B. The influence of on-site surgical pathology services in rural hospitals on physician satisfaction (2013-2015). Walden University.
- Hines, Senai, R. Current capacity building needs of occupational therapists related to older driver screening, assessment, and intervention (2012-2015). Walden University.
- Stiles, L. The relationship between insomnia and work performance loss in research and development workers (2012-2014). Walden University.
- Pitsch, L. The relationship of gender and coping with burnout and stress in certified athletic trainers (2012-2014). Walden University.
- Riegal, L. Perceived organizational support and organizational commitment: A comparison of intent to leave or intent to stay among Registered Nurses in North Carolina (2010-2012). Walden University.
- Woodruff, V. Physiologic capacity as a predictor of postoperative complications and associated costs in three types of oncological surgery (2010-2012). Walden University.
- Dorsey, G. Ergonomics in the workplace: Training vs. education in an office environment (2010-2012). Walden University.
- Gibson, J. Health literacy levels and caregiver burdens in the rural south (2009-2012). Walden University.
- Jones, T. The effect of motivating and hygiene factors on job satisfaction among school nurses in Maryland (2009-2011). Walden University.

### **Dissertation Committee Member**

- Diaz, M. Health literacy impact on health decision-making attitudes in people with Human

- Immunodeficiency Virus (2013-2015). Walden University.
- Brown, A. Factors relating to underrepresentation of black American women in healthcare administration (2013-2015). Walden University.
- Omale, J. Oral health knowledge, attitudes and practice among secondary school students in Nigeria (2012-2015). Walden University.
- Hargrove, K. The impact of visual reminders and invitation badges on patients' participation in hand hygiene promotion for healthcare workers (2012-2014). Walden University.
- Poepsel, M. The Scope, Clinical preparedness, and factors influencing choice to practice rural anesthesia (2011-2013). Walden University.
- Reikofski, C. Interpersonal relations: Effects on patient satisfaction and healthcare outcomes (2011-2013). Walden University.

### **Master's Research Project Chair**

- Broadhead, B., Cline, J., Strader, S., & Watson, E. (2016). Prevention and rehabilitation of musculoskeletal disorders. Milligan College.
- Arnold, S., Sieger, V., & Watson, R. (2014). Relationship of leadership and burnout among rehabilitation professionals. Milligan College.
- Edwards, J, Edward, T. & Yeary, N. (2013). A survey of occupational therapy workforce needs in Tennessee. Milligan College.
- Dykes, A, Hunter, D, Lundgren, T, Marshall, L, & Quave, G. (2012). Influences and perceived outcomes of professional socialization in occupational therapy. Milligan College.
- Greene, B., & Townsend, D. Prevention of work related low back injuries: A systematic review of the literature (2011). Milligan College.
- McCulloch., R., Carpenter, R., McKinnis, K., & Mullin, H. Utilization of ergonomic interventions in traditional hand therapy settings (2010). Milligan College.
- Baumgardner, J., Hale, B., House, J., & Tetrick, A. Rehabilitation practitioners' perceptions of health care manager's leadership styles and the outcomes of leadership (2010). Milligan College.
- Hall, B., Price, S., Robinette, A., & Smith, B. Prevention of work related low back injuries: A systematic review of the literature (2009). Milligan College.
- Batchelor, A., Brobeck, S., Legg, V., Netherland, A., & Williams, M. Workforce shortages in Tennessee: A Demand-Based Study of Occupational Therapy (2008). Milligan College.
- Attaway, L., Jones, S., McCray, C., Smith, M., & Tudor, N. Workers' compensation practice guidelines for occupational therapy (2007). Milligan College.
- Douthitt, S., Wade, S., Jarvis, R., & Plemons, J. Occupational therapy practitioner's perceptions of rehabilitation manager's leadership styles and the outcomes of leadership (2006). Milligan College.
- Henley, K., Jessee, K., & Stroup, E. Department head leadership practices and strategic planning in occupational therapy graduate programs (2005). Milligan College.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: February 22, 2019

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: David Linville  
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.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019

ITEM: Approval of the Minutes of November 16, 2018

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. B.J. King  
Chief Financial Officer

The minutes of the November 16, 2018 meeting of the Finance and Administration Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the November 16, 2018 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

November 16, 2018  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, November 16, 2018, at the Millennium Center, now under the ownership of East Tennessee State University, on State of Franklin Road in Johnson City, Tennessee.

**I. Call to Order**

In the absence of Finance and Administration Committee Chairman Steven DeCarlo, Trustee Ron Ramsey called the meeting to order at 9:02 a.m.

**II. Roll Call**

Trustees in attendance were: Dorothy Grisham, Jim Powell, Ron Ramsey, and Keyana Miller (non-voting student member). Board Secretary Dr. David Linville informed Trustee Ramsey that a quorum was present.

**III. Approval of the Finance and Administration Committee Minutes of September 21, 2018**

The minutes of the Finance and Administration Committee meeting of September 21, 2018, were approved as submitted, with Trustee Powell making the motion to approve and Trustee Grisham seconding. The motion passed unanimously.

**IV. October Budget Revision**

Dr. B.J. King, ETSU's Chief Financial Officer, presented 2018-19 October Revised Budget summaries for the main campus, the College of Medicine, Family Medicine, and the College of Pharmacy. Dr. King reminded the committee that budgets prepared previously and approved in April were based on estimates of revenues and expenditures. The revised budgets are then based on fall semester enrollment and adjusted appropriation figures. Referencing total expenditures and transfers of over \$18.5 million for the main campus, she indicated that a large increase in that category in October is not unusual and that a significant portion of that amount consists of funds carried forward into the 2019 fiscal year. Among the additions to the main campus revenue budget, the university had budgeted a decrease in enrollment of 100 students, but that number turned out to be only a decrease of some 25 to 30 students, while the FTE (full-time equivalent) enrollment remained flat. Course fees that were approved after April have also been included in the revenue. A decrease occurred in the Other Post Employment Benefit category. The net effect of OPEB

implementation was a decrease in the appropriation of about \$467,000 on the main campus. This month, employees will get a health insurance holiday, and the university also will not be paying its share of health insurance costs. Taken together, these result in a decrease in the appropriation of \$570,200. Dr. King pointed to increased contracts and grants activity and increases in investment income. She explained that auxiliaries are down by almost \$230,000 because housing capacity is lower. Total revenue adjustments amounted to just over \$4.7 million. Among the additions to the main campus expenditure budget are new fees, research improvements, and academic support at the college level through the carry-forward that is now possible through the new budget model. An increase in utilities was noted, primarily because of the university's acquisition of the Millennium Center. New scholarship awards are also a factor. The result is a total expenditure adjustment of just over \$19 million. Dr. King added that the personnel budget for 2018-19 reflects an increase of 12 net positions, nine of them faculty (and most of those in Nursing). Nursing has had an increase in enrollment in undergraduate programs for the last two years.

Dr. King reported to the committee that the October figures reflect an increase in the revenue budget at the College of Medicine of \$634,800, based largely on tuition, enrollment, and the addition of an orthopedic program. Increases in research and academic support helped contribute to a total increase in the October budget by slightly more than \$3 million. A breakdown of College of Medicine staffing shows no increase compared to the original budget, with 354 employees.

In the Family Medicine budget, there is a revenue decrease of \$49,400, and that, Dr. King said, is mostly attributable to the OPEB adjustment referenced above, as well as the health insurance holiday. The total October Revised Budget for Family Medicine shows an increase of \$380,900. The total number of positions, at 110, remains unchanged from the original budget submission, although two positions were shifted from faculty to maintenance/technical/support.

Dr. King told the committee that the revenue increase of \$175,300 in the College of Pharmacy October Revised Budget reflects an enrollment increase and additional money realized from the program service fee that the board approved in April. Scholarships increased significantly, from \$215,000 to \$476,600. The total revised budget comes in at \$959,300 more than projected. College of Pharmacy staffing levels remained constant at 63, although one faculty position was reallocated to professional support.

Trustee Ramsey commended Dr. King and the university for the excellent report. Trustee Powell made a motion to approve these October Revised Budgets. Trustee Grisham seconded. The motion passed unanimously.

**V. Factors Considered for Tuition Increases—Tuition Transparency and Accountability Act**

Dr. King reminded the committee that state law now requires the Board of Trustees to develop a list of factors to be examined when increases in tuition and mandatory fees are being considered. Those factors include:

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

Trustee Grisham moved that the list of factors be approved by the committee. Trustee Powell seconded the motion, and it passed unanimously.

**VI. Presentation of FY18 Unaudited Financial Statements**

Dr. King reported to the committee that the unaudited financial statements for fiscal year 2018 have been delivered to the Division of State Audit for review. A finalized audit report is expected before the April 2019 meeting of the ETSU Board of Trustees.

Dr. King told the group that assets increased from 2017 to 2018, and among the reasons was the receipt of \$8 million from the City of Johnson City to fulfill its commitment for the fine arts center. There was an increase in capital assets because of the completion of the data center and the football stadium. Liabilities decreased from 2017 to 2018, due to completion of construction projects, including the football stadium. Investment in capital assets increased because of the completion of the football stadium and the beginning of construction of the Martin Fine Arts Center in 2018.

Operating revenue increased from fiscal year 2017 to fiscal year 2018. Dr. King indicated that tuition and fees were up, because of a 3.97 percent maintenance and mandatory fee increase and other increases in some non-mandatory fees. Grants and contracts increased, primarily in non-governmental grants, including a grant for outpatient drug programs and capital projects funded through grants. Sales and services remained relatively flat. The university realized an increase in auxiliaries and other operating revenues, and this was attributable to increases in campus housing and food service.

In comparing operating expenses over the same time period, Dr. King noted that salaries, wages, and benefits went up because of a two percent across-the-board pay increase for employees and an equity pay increase of one percent. Benefits increased, primarily due to a seven percent increase in health insurance costs. Depreciation increased with the completion of the data center and the football stadium.

Moving to a comparison of nonoperating and capital income, again for the same time period, Dr. King reported that state appropriations for ETSU increased, as state revenues continued to rise. Nonoperating gifts and grants increased with gifts from the ETSU Foundation and increases in federal and state grants. Capital appropriations increased for the powerhouse boiler, roof replacements, and other capital projects funded by the state. Capital gifts increased, largely in the form of contributions for the construction of the fine arts center. Dr. King indicated that investment income rose by some \$1 million.

## **VII. Presentation of FY18 Unaudited Composite Financial Index**

As another information item, Dr. King reviewed the rationale behind the Composite Financial Index, which she described as a set of indices used to measure how the university is performing and its financial health. The index is prepared for review by the Board of Trustees annually. The ratios in the index were originally designed for private institutions. In 2002, they were modified for public institutions. The ratios were published in *Ratio Analysis in Higher Education* by KPMG and Prager, McCarthy, & Sealy, LLC. Dr. King explained that the index is comprised of four individual ratios: return on net assets, net operating revenues, primary reserve, and viability. The ETSU Foundation is included in the index. Dr. King said that the Tennessee Higher Education Commission asked ETSU to perform a stress test based on these financial ratios, and the university performed well.

Dr. King summarized some of the highlights of the most recent Composite Financial Index for ETSU. In the return on net assets category, for example, ETSU performed well, outpacing inflation. Total net assets increased by \$14 million. In net operating revenues, the university is up and in fact has surpassed the industry standard for the first time. Dr. King told the committee that she is not concerned about the very small decrease in primary reserve (from 0.33 to 0.32) and that the university will continue to move more money into reserves. She said viability is still below what we would like for it to be and that the decrease for the College of Medicine (24.57 to 20.46) in that category is investment—the fact that Building 60, which was opened this year, was paid for last year. Overall, the university's Composite Financial Index is trending upward, from 2.57 to 2.88 this reporting period, toward the industry standard of 3.0.

## **VIII. Fee Structure for Online Master of Arts Program in Criminal Justice**

Dr. King provided an overview of the fee structure for a new online degree program, Master of Arts in Criminal Justice, that the Academic and Student Affairs Committee

was considering during its meeting that morning. The new structure is proposed to be a comprehensive fee of \$550 per credit for in-state and out-of-state students. It would remain fixed for a period of three years, beginning in the fall of 2019. The cohort of students entering in the fall of 2019 would pay the same rate for their entire three-year cohort experience. The program will be a 36-credit-hour degree, with a total cost of \$19,800. Both the online degree program and the new fee structure were action items on the Academic and Student Affairs Committee agenda.

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

As an information item, Dr. King provided the committee a list of contracts and purchase orders that exceed \$250,000, covering the time period of July through September of 2018. She pointed out that ETSU is in compliance with state law in reporting contracts and agreements.

Those items are:

- a. \$5,062,500 over five years for the NCLEX assessment and preparation system for nursing students
- b. \$598,980 to CenterPoint Energy Services for natural gas for one year
- c. \$419,816 to Data Force for one year, to print, assemble, and mail a provider survey in support of the Choose Well South Carolina grant
- d. \$262,222 for one year to Elsevier for online access to library collections and subscriptions, as part of a Tennessee Board of Regents contract
- e. An agreement with Pepsi for beverage vending and pouring rights on campus that is expected to yield almost \$4.5 million in revenue over a 10-year period

Dr. King added that all these agreements were created through a competitive bid process.

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

There was no additional business to come before the committee.

#### **XI. Adjournment**

Trustee Powell moved that the meeting be adjourned, and Trustee Grisham seconded the motion. It passed unanimously. The meeting adjourned at 10:04 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019

ITEM: Approval of the Minutes of November 16, 2018

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Mr. Nathan Dugger  
Deputy Secretary

The minutes of the November 16, 2018 meeting of the Academic and Student Affairs Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the November 16, 2018 meeting of the Academic and Student Affairs 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 AND STUDENT AFFAIRS COMMITTEE

MINUTES

November 16, 2018  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 9 a.m. on Friday, November 16, 2018, at the Millennium Center.

**I. Call to Order**

Dr. Linda Latimer, chair of the Academic and Student Affairs Committee, called the meeting to order.

**II. Roll Call**

Deputy Secretary Mr. Nathan Dugger called the roll. Committee members in attendance were:

Dr. Linda Latimer, Chair  
Dr. Fred Alsop  
David Golden  
Scott Niswonger, Chair, Board of Trustees

Not in attendance was Trustee Janet Ayers. Guests in attendance included: Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. Larry Calhoun, Special Assistant to the President and the Vice President for Health Affairs; Scott Carter, Director, Intercollegiate Athletics; Lauren Collier, Tennessee Higher Education Commission; Alyssa Dingus, Institutional Research; Dr. William R. Duncan, Vice Provost for Research; Laura Hesser, Office of the Vice President for Health Affairs; Dr. Mike Hoff, Associate Vice President for Institutional Research and Chief Planning Officer; Dr. Jane Jones, Chief of Staff and Associate Vice President; Dr. Karen King, Chief Information Officer and Senior Vice Provost for Information Technology Services; Dr. Sam Mayhew, Assistant Vice President for Student Affairs; Dr. Wendy Nehring, Dean, College of Nursing; Dr. Brian Noland, President; Jeremy Ross, Chief Operating Officer; Dr. Joe Sherlin, Vice President for Student Affairs; Dr. Larry White, Chair, Department of Criminal Justice and Criminology; and Ms. Jennifer Hill of University Relations (taking minutes).

**III. Approval of the Committee Minutes from September 21, 2018**

Trustee Alsop made a motion that the minutes of the September 21, 2018, meeting of the committee be approved and submitted. Trustee Golden seconded the motion and the minutes were unanimously approved.

#### **IV. Proposal for a Revised Pricing Model for an Online M.A. Degree in Criminal Justice**

In the absence of Dr. Bert Bach, Provost and Vice President for Academic Affairs, Dr. Wilsie Bishop presented a proposal to offer the complete 36-credit M.A. degree in criminal justice online for a total fee of \$19,800, or \$550 per credit. Dr. Bishop stated that there is a need for access across state borders and affordability for criminal justice professionals in the region, and that the program is similar in price and structure to other university programs. She referred committee members to the full text of the proposal in their meeting materials.

Trustee Golden made a motion to adopt the proposal for the revised pricing model for the online M.A. degree in criminal justice. The motion was seconded by Trustee Alsop and approved unanimously.

#### **V. University Enrollment Projections and Strategies**

Dr. Mike Hoff delivered a slide presentation titled “Fall 2019 Enrollment Project & International Student Goal” (slides included in committee materials). He said that enrollment projections are important because enrollment provides the foundation of what the university is able to do and allows the administration to frame the budget. He noted that the university has used the Markov Chain model of enrollment projection for four years and that the colleges of Medicine and Pharmacy are not included in the projections. Dr. Hoff said the assumption of a consistent external environment is not true; he said the state has invested heavily in recruiting students to other institutions statewide, and ETSU administration has had to work harder to make sure that students who would benefit the most from starting college at a four-year institution do so. The total main campus projection is 13,689. Dr. Hoff pointed out the figures of 3,786 seniors compared to 1,978 freshmen, and noted that recent increases in graduation and degree production may be affected if the numbers of underclassmen are not filled back in. He said that four-year institutions across the state, including those close to the fast-growing metropolitan area of Nashville, are struggling and did not see enrollment increases this year.

Dr. Hoff said the administration is asking the committee’s endorsement to budget based on a decrease of 100 students at 14,473, which will allow administrators to run the model under such a scenario to project areas that need investment and ensure that critical items are funded.

Dr. Hoff shared several points of strategy that have been discussed, including international students, dual enrollment, CRM (customer-relationship management), scholarships, recruitment area, and marketing. He said that international students are a key part of the plan to increase diversity and build partnerships outside the country. CRM, he said, is a project to communicate with students and make their experience better. Scholarships have been increased in targeted areas, and recruitment has been expanded to a 250-mile radius. A brand awareness marketing-based survey will be conducted soon to help the university develop marketing plans within that radius.

In discussing international recruitment, Dr. Hoff said consultant Jim Crawley, Director of University Recruitment and Outreach for ELS Education Services, Inc., found this year that ETSU's international program is well done but could benefit from investments in recruitment. The university's goal of reaching 1,000 international students by 2026 was on track when it was set, and needs re-endorsement; ETSU is at 505 international students at present. Dr. Hoff said the university would like to take a small portion of current International Merit Scholarship funding to invest in recruitment efforts. He said the amount of money needed for this is small, because international students often have other means of support or have demonstrated the financial ability to be able to attend a university in the U.S., and if the effort is successful, it will allow administration to readjust strategy to allow other investments in retention and graduation.

Trustee Golden noted that ETSU is not alone in declining international enrollment, which is common for various reasons, and asked what unique things ETSU might do to boost recruitment.

Dr. Hoff said the university could do two things: continue to invest in international recruitment by building partnerships that will pay dividends later, and send recruiters to locations where ETSU has existing partnerships. Trustee Golden suggested leveraging relationships with regional companies that have significant international recruitment programs in place. Dr. Hoff also noted that the university could leverage partnership with the Department of Intercollegiate Athletics, which has numerous sports that recruit internationally.

President Noland referred back to the enrollment portion of Dr. Hoff's presentation and said the administration is trying to give this committee a line of sight on enrollment projections so members could anticipate how numbers would affect academic and budget strategies. He thanked Chairman Niswonger for his work in providing dual enrollment opportunities for rural high school students; it is hoped that more dual-enrolled students will enroll at the university level after high school. Dr. Noland also told the committee that a wide range of marketing initiatives will begin in 2019 that are also geared toward boosting enrollment.

Chair Latimer confirmed with Dr. Hoff that the matter did not need a motion, but an endorsement.

## **VI. Plan for Path Forward in Research**

President Noland delivered a slide presentation outlining "A Joint Vision for Research Between East Tennessee State University and Ballad Health." In his presentation, he briefly covered the background of potential opportunities in research that could be provided by the newly formed Ballad Health, which has created a venture capital/investment pool of \$10 million and has spoken of the possibility of investing up to \$8 million annually in research at ETSU. He summarized the findings of various consultants who had reviewed and assessed ETSU's infrastructure research capacities and identified areas of strength, weakness, opportunity and threat. He

noted that ETSU's strategic plan recognizes the need to make research and infrastructure investments in areas of strength, such as infectious disease, addiction and others. He referred to the previous meeting, in which College of Arts and Sciences Dean Dr. Gordon Anderson had identified the need for upgrades in laboratories, and noted that improved start-up packages to support new faculty in research would benefit faculty recruitment efforts. Dr. Noland said ETSU has historically focused on its mission of instruction and service to the region, but needs to ensure that research is also integral to the mission.

President Noland reported that he and Ballad CEO Alan Levine have come to consensus that ETSU and Ballad must develop a path forward and strategically plan together to ensure collaboration across all regional institutions; he noted that the COPA requires the creation of a post-secondary collaborative in which resources from all institutions are used to address the health challenges of the regional population. Noland and Levine have proposed the creation of a new senior level position, possibly a vice president, which would report to both the ETSU president and Ballad CEO. The individual in such a position would direct and coordinate the research and innovation activities resulting from and coordinate strategic planning related to the ETSU-Ballad partnership; oversee cluster hires; and more. Their plan calls for restructuring the ETSU Research Foundation to include not only university employees (as it does now), but also leaders from regional industry, health care and business sectors who would provide guidance and expertise. It also calls for the creation of an ETSU-Ballad Collaborative Research Institute to provide infrastructure for collaborative research, support efforts to recruit new faculty, and more; a Ballad Health-ETSU Innovation Center as a venue for the venture capital fund; an Academic Consortium to coordinate the academic programming development and other related needs among member institutions; and a Center for Rural Health Research, which would build upon the existing Center for Rural Health in Appalachia currently housed in ETSU's College of Public Health and become a destination center for rural health research. It would also build upon the existing efforts of ETSU's Center for Prescription Drug Abuse and Treatment and its Overmountain Clinic. Dr. Noland noted that this plan is not yet fully articulated but provides a start in bringing the Ballad-ETSU partnership to fruition, and could be redirected if needed.

In response to a question from Trustee Golden, Dr. Noland stated he is certain that the proposed new position should be at the vice presidential level, but he welcomes the input of board members as the plan is fine-tuned. Trustee Golden requested copies of the full consultants' reports referenced by Dr. Noland, and Dr. Noland said he would send those.

In response to a second question from Trustee Golden, Dr. Noland noted two gaps in the plan. The first is that it does not address the clinical enterprise because it is, so far, focused on research; concerns were raised by consultants about the need to take the currently disparate set of clinical endeavors across campus and integrate them, and he said that work toward that goal is under way. The second is that it does not address other aspects that need to be enhanced in the area of research, including grant support

and student research needs. He said the work being done by Dr. William Duncan in Research and Sponsored Programs needs to be strengthened and integrated with the efforts with Ballard.

Discussion ensued on the need to move quickly in putting elements of the partnership in place; opportunities for interdisciplinary research for non-health-related areas of the university; the need for patience, as long-term investments now could yield benefits 10 to 15 years from now; and the need for board members to see more metrics and timelines. Chair Latimer said the board needs to help the university in coming to an actual agreement with Ballard, and President Noland concurred, saying the university is ready. President Noland suggested calling a meeting of the board's Executive Committee prior to the end of the calendar year so that he and Mr. Levine could jointly present the plan to them; he does not want to wait until the February board meeting, as that would cause the legislative window to be missed when the General Assembly convenes in January.

## **VII. Discussion of Effective Use of Academic and Student Affairs Committee Structure and Time**

Chair Latimer told the committee that she had visited the online portal of the Board of Governors that oversees the University of Florida system and found a report by the Association of Governing Boards of Universities and Colleges, titled "Restructuring Board Committees: How to Effectively Create Change," which is included in today's meeting packet. She shared the article to spur thought and discussion on how the board and its committees spend their time. She specifically pointed to the introductory paragraph and pull-out quotation on page 1 of the report, which speak of boards spending "too much board time and attention" on routine reports and operational oversight and not enough on strategic, focused discussion. She said it is important to hear how the university is performing, but that the Board also needs to figure out where it's going.

Trustee Alsop agreed, and stated that while the Academic and Student Affairs Committee has had some times of real discussion, including during this meeting, there has been little opportunity to hear other board members and learn their thoughts about items being presented. He expressed appreciation for information given, but said he did not feel that board members had enough time for meaningful discussion on items on which they vote. Trustee Golden also agreed and asked how the board and its committees could have more "unscripted" discussion; he said he understands that some "scripted" governance has to occur, but suggested that more meaningful discussion could be sparked by asking better, pointed questions and provide time to think about the answers. He also questioned whether Academic and Student Affairs is the proper name for the committee, but stated that he is happy with where the board is after just 18 months since its inception.

President Noland said that boards across the state are going through a similar process, and at this point, the board members now have a sense of the institution and its mission, people and data; they also have experience and expertise that they can bring

to bear in addressing shortcomings. He rhetorically asked how the university positions agendas and the institution itself, and how comfortable we are with having uncomfortable conversations. He stressed the importance of shared governance and said the campus needs to have a sense of the board's angst, excitement, and support. He pointed out that this is a growing process for the university after 100 years of doing things essentially on its own, and other institutions are in the same process. He welcomed board input on how to structure committee operations, and stated that staff was committed to working with the board.

Regarding shared governance, Trustee Alsop stated that he liked the group assembled today, and would like to see more diversity among those in attendance – more faculty members, more students and more administrators who listen to the conversations and know what is going on. He said he would like to have more dialogue in some way.

Chair Latimer said having a small board as ETSU does is effective, but it is unusual to have a medical school, a nursing school and a pharmacy school and not have a health sciences committee. She said she looked at other schools to see what they were doing, and suggested a discussion about its name, and possibly change it to something like Academic, Research, and Student Success Committee. That would remind members that research is a very important focus and part of the mission. She said tradition is wonderful, but we are in a time of rapid change, and it is important to avoid “silos.” She also pointed to the importance of the Sunshine Law and transparency, but said it is uncomfortable, because it is easy to discuss successes but hard to discuss shortcomings; she said that is a shame, because shortcomings are discussed for the purpose of making things better.

Trustee Golden agreed about both the importance of transparency and the idea of including Research in the committee's name, particularly after hearing from President Noland about the importance of research.

President Noland questioned whether changing the sequence of board meeting activities would help facilitate conversations, and said that while ETSU has tried to be mindful of board members' time, some universities are scheduling committee meetings the afternoon before a full board meeting. In addition to changing the sequence of events, some ideas discussed by committee members included having board members eat breakfast with randomly selected employees to get unvarnished truths, continuing the walking tours of the colleges, and taking a bus tour of campus and allowing more time for board members to get to know each other during the next retreat. It was mentioned that the next retreat needs to be placed on board members' calendars as early as possible.

## **VIII. Update on University Strategic Plan**

President Noland noted that he would be touching on the funding model and outcomes performance in his afternoon presentation to the full Board of Trustees. He said the takeaway is that ETSU is ranked second among all institutions in the state in terms of performance in the outcome formula. He referred to feedback from the last

Board meeting requesting a clear line of sight and strategy, and said that on a handout being provided to committee members, Dr. Hoff had condensed multiple key performance indicators to two pages, aligned those KPIs to the Strategic Plan, provided data points on where the university is presently, and showed that ETSU is on target to hit its aggressive goal for 2026.

Dr. Noland said this sheet would be presented at every Board meeting going forward to let members know where the university is on KPIs. He noted that the sheet contains the indicators about which he asks most frequently, including numbers of applications, ACT scores, numbers of freshmen and transfers, research expenditures, and numbers of funding proposals submitted and funded.

## **IX. Athletics Initiatives and Success Metrics**

Mr. Scott Carter provided committee members copies of “Taking the Initiative,” the Department of Intercollegiate Athletics’ 2017-18 annual report covering its academic, athletic, service and business achievements. He called their attention to a number of highlights, including:

- Cumulative GPA of 3.211
- 234 students on Southern Conference Honor Roll
- 141 student-athletes on the Dean’s List
- 41 with 4.0 GPAs
- ETSU is the only conference school with two post-graduate scholarship recipients

Mr. Carter told the committee that Nikki Stewart was recently promoted to assistant athletics director for academic services, and her previous position will be filled with a third full-time academic support staff member, continuing to increase focus on academics following the additions of the new sports of football and triathlon. Not in the annual report is the fact that 63 of ETSU’s more than 400 student-athletes were recently awarded the Southern Conference Commissioner’s Medal for carrying a 3.8 GPA for the entire academic year. In addition, new turf has been installed inside the Mini-Dome; this project carries a large academic component in that it provides needed practice space for the ETSU marching band and for physical education classes, in addition to practice space for the football team.

In response to a question from Trustee Golden, Mr. Carter said that his top two concerns as an athletic director are how APR (Academic Progress Rate) funds will be distributed from the NCAA through the Southern Conference, which is why it is important to continue to invest in the academic services model of the department, and the NCAA’s shift toward easier transfers by student-athletes from one university to another. He said that the more freedom student-athletes have to transfer, the more it could affect the metrics collegiate athletic departments are held accountable for, and it is not yet fully known how some of the NCAA’s decisions regarding ease of transfer will affect APR.

There being no further business, Chair Latimer adjourned the meeting at 10:38 a.m.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019

ITEM: Approval of the Minutes of November 16, 2018

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA  
Director of Internal Audit

The minutes of the November 16, 2018 meeting of the Audit Committee are included in the meeting materials.

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

**RESOLVED: The reading of the minutes of the November 16, 2018 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

November 16, 2018  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Audit Committee met at 10:45 a.m. on Friday, November 16, 2018, at the Millennium Center in Johnson City.

**I. Call to Order**

Mr. David Golden, chair of the Audit Committee and vice chair of the Board of Trustees, called the meeting to order at 10:46 a.m.

**II. Roll Call**

Board of Trustees Secretary Dr. David Linville led the roll call. Trustees in attendance were:

Dorothy Grisham

Ron Ramsey

David Golden

Other Board of Trustees members present were Dr. Linda Latimer, Scott Niswonger, Jim Powell and Dr. Fred Alsop.

Guests at the meeting were Becky Lewis, chief internal auditor; Martha Stirling, internal auditor; Dr. Brian Noland, ETSU president; Dr. Lauren Collier, THEC representative; James Batchelder, assistant dean for fiscal affairs, College of Clinical and Rehabilitative Health Sciences; Dr. Karen King, chief information officer; and Joe Smith, executive assistant to the president for University Relations (taking minutes).

**III. Approval of the Minutes of the Audit Committee, September 21, 2018**

The minutes of the September 21 Audit Committee meeting were presented. Trustee Ramsey made the motion for approval and Trustee Grisham seconded the motion. Minutes approved.

**IV. Audit Worked Performed September through October 2018**

Ms. Lewis discussed two audits and one investigation that have been completed since the last Audit Committee meeting. At the request of President Noland, an audit of an athletic program is performed any time a head coach leaves the program. With the December 2017 retirement of Head Football Coach Carl Torbush, an audit of the

football program was conducted. Two minor issues were identified. One involved a valid purchase that was made with a procurement card, and the other was related to a volunteer who was allowed to rent a car. That same volunteer also did not have a volunteer agreement on file.

The second audit was the president's audit, which a state statute requires be conducted annually. The audit focuses on expenditures made by, at the discretion of, or for the benefit of the President. The audit revealed no statutory or policy violations, material omissions from the expense report, or deficiencies in internal controls.

An investigation was conducted in the Department of Physical Therapy based on concerns over revenue collections for student-led events. A Square device and a cell phone app were used to collect payments for these events, which is a violation of university policies. In addition, revenues for the events could not be verified due to lack of supporting documentation. Overall, the audit revealed \$953.32 in net income that was collected through unallowable methods. No evidence of fraud was discovered. The department is making changes in procedures and is educating students on proper procedures.

A completed audit heat map was also provided.

#### **V. Recommendation Log Status as of October 31, 2018**

Ms. Lewis reported on two follow-up reviews since the last audit committee meeting. These included the PCI Questionnaire which has been completed. Staff is working to address a few concerns that were identified.

#### **VI. Internal Audit Salaries**

Information on salaries of the ETSU Internal Audit staff were included in the meeting packet. Vice Chairman Golden noted that the committee's charter requires these salaries be reviewed and approved by the committee. He noted that it is important that these salaries be comparable to the market. Trustee Grisham made a motion for approval, and Trustee Ramsey approved the motion.

#### **VII. Internal Audit Operating Expenses**

Information on current operating expenses for Internal Audit was included in the packet. Since the time that information was submitted, a one-time budget allocation of \$5,000 was added for the QAIP.

#### **VIII. Other Business**

No other business items were brought forward. The Audit Committee concluded its meeting and moved into executive session.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 22, 2019  
ITEM: Schedule for Future Board of Trustee Meetings in 2020  
RECOMMENDED ACTION: Approve  
PRESENTED BY: David Linville, Secretary

The Focus on College and University Success Act (FOCUS Act), requires quarterly meetings of the East Tennessee State University Board of Trustees. In accordance with these requirements, the following calendar is proposed for regularly scheduled meetings for 2020.

Board of Trustees 2020 Meeting Schedule proposed:

Friday, February 21, 2020  
Friday, April 24, 2020  
Friday, September 18, 2020  
Friday, November 13, 2020

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

**MOTION: I move that the Board of Trustees adopt the meeting calendar as outlined in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 22, 2019

ITEM: ETSU Veterans Affairs Report on Growth, Current Initiatives, and Accomplishments

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Colonel (Retired) Antonio “Tony” Banchs  
Director, ETSU Veterans Affairs

Colonel (Retired) Banchs will provide an update about the growth, current initiatives, and accomplishments that have occurred in the ETSU Veterans Affairs program over the past couple of years. The report will include factors that have contributed to building a distinctive program within the State of Tennessee and across the country, namely:

1. New scholarship opportunities for in-state and out-of-state military veteran students, spouses and children unlike any other scholarship being offered in Tennessee colleges and universities;
2. A new computerized system that uses a veteran’s branch of service, military specialty code, and rank, to provide information about how many general electives will apply toward one of at least three degrees. No other Tennessee college or university offers this type of system;
3. Special recognitions and ratings that demonstrate ETSU’s commitment to excellence in veterans programming;
4. An increase in the military-affiliated student population by 30% in two years;
5. The dedication of a new resource center for military-affiliated students;
6. Staff growth in response to emerging needs; and
7. New training for ETSU staff and faculty that will help to better address the needs of military-affiliated students.

# Veteran Affairs Update

Colonel (Retired)  
Antonio “Tony” Banchs  
Director



## What sets ETSU apart?

- Military Affiliated Student (MAS) scholarships (inaugurated Spring 2019)
  - MAS Child (10)
  - MAS Spouse (5)
  - MAS “Overtime” (10)
  - MAS Out of State Scholarship (Unlimited)No other college/university in the state does this!



## What sets ETSU apart?

- Veterans Path to Education Portal (undergoing Beta testing Feb/Mar 2019)
  - Product of the \$80K THEC grant
  - No universities/colleges in Tennessee do this; typically done at state level (TX, KS)
  - Allows prospective veteran students to “see” available credit based on their specific military training
  - Will point them to an Academic Major(s)



## Initiatives vs. Accomplishments

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Review of military training for ETSU course equivalency</li><li>• Conversion of grant-funded position to an ETSU-funded position</li><li>• Developing “Green Zone” Training for faculty and staff</li></ul> | <ul style="list-style-type: none"><li>• Increased Military Affiliated Student population by 30% over 2 years</li><li>• Dedication of Military Affiliated Student Resource Center (MARC)</li><li>• Military Spouse Friendly 2018-2019 – First time ever, Military Friendly 9 consecutive years, 2018-2019 Best of the Best rating</li></ul> |
|---|--|



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 22, 2019

ITEM: Housing and Residence Life: Overview of Facilities,  
Program, and Planning

PRESENTED BY: Dr. Joe Sherlin  
Vice President for Student Affairs

Dr. Bonnie Burchett  
Director, Housing and Residence Life

Staff will provide an overview of the ETSU Department of Housing and Residence Life facility and program offerings. East Tennessee State University provides a diversity of residential housing facilities and living-learning opportunities to approximately 20% of the student population. Providing an outstanding residential student experience is a critical component of University student success initiatives, and living on-campus is correlated with a number of positive student outcomes. The presentation will also describe an upcoming housing master planning process that aligns with campus master planning and a due diligence review that is underway related to a potential required live-on requirement for incoming freshmen.