

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

April 22, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, April 22, 2022, at 1 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 1 p.m. She welcomed everyone to the spring meeting of the East Tennessee State University Board of Trustees and referenced the following university headlines and activities in her introductory remarks.

Dr. Latimer noted that Commencement would be held on May 7, 2022 and wished the Class of 2022 luck and best wishes as they approached the final stretch of final exams. In addition to the activities associated with commencement, Dr. Latimer noted that ETSU hosted its inaugural Heroes Recognition Ceremony which recognized those employees who demonstrated an exemplary commitment to the university's service mission. The Board Chair shared that ETSU was again ranked in the U.S. News Best Graduate Schools edition. In a ranking of "Medical Schools with the Most Graduates Practicing in Health Professional Shortage Areas," Quillen College of Medicine ranked third. The College of Public Health was in the top third of U.S. colleges and programs and was in the Southeast's top 10. ETSU's Reece Museum received two Tennessee Association of Museum Awards of Excellence for recent projects. The Gatton College of Pharmacy students won national honors for their work in educating the community about prescription drug abuse.

Dr. Latimer stated that Civility Week and Festival of Ideas attracted Meghan McCain and Van Jones to campus. TedxEtsu finished the week with speeches and performances on the subject of "connection." The university also hosted former poet laureate Natasha Trethewey. Additionally, the Theatre and Dance Department recently performed "Bright Star." The show received tremendous praise and accolades. Theatre and Dance's inaugural season in the Bach Theatre at the Martin Center was a sellout. Dr. Latimer noted that Miranda Lambert would soon perform at William B. Greene Jr. Stadium.

In closing, Dr. Latimer shared that Ballad Health entered into a \$1 million partnership investment for ETSU Research Corporation's Appalachian Highlands Rural Innovation and Entrepreneurship Alliance. This new alliance will coordinate local and national research and idea development, especially in health care, by monitoring, accelerating early-stage development, translating research into business opportunities, and identifying scalable investment opportunities, reshaping the region's economy, health, and well-being. Dr. Latimer concluded her opening remarks by expressing the Board's gratitude to the students, professors, and staff for everything they do to support ETSU.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call. Because Trustee Janet Ayers participated remotely, in accordance with Tennessee Code § 8-44-108 section (c) (3), Dr. Green asked Trustee Ayers if she could clearly hear so that she could participate in the meeting, and if she would identify any persons present in the room with her from which she was participating in the meeting. She reported that she could hear and was alone. Additionally, the Trustees in the room affirmed that everyone could hear Trustee Ayers.

Trustees present were:

Trustee Charles Allen, Jr.
Trustee Janet Ayers (*participated remotely*)
Trustee Steven DeCarlo
Trustee Dr. Virginia Foley
Trustee Kara Gilliam (*non-voting student member*)
Trustee Dorothy Grisham
Trustee Melissa Steagall-Jones
Board Chair Dr. Linda Latimer
Absent: Trustee Ron Ramsey

Dr. Green informed Board Chair Dr. Latimer that a quorum was present and reminded the Board that since Trustee Ayers was participating remotely, all votes would be conducted by roll call.

III. Public Comment

No individuals in attendance at the meeting requested to offer public comment.

IV. Approval of Minutes from February 18, 2022

The minutes from February 18, 2022, were approved as submitted, with Trustee Dr. Virginia Foley making the motion and Trustee Melissa Steagall-Jones seconding the motion. The motion passed unanimously after a roll call vote.

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

Committee Chair Janet Ayers presented the Academic, Research, and Student Success Committee's report to the Board. Provost McCorkle presented a recommendation for faculty candidates for tenure and promotion. In total, 65 faculty were presented to the Committee for consideration. Additionally, the committee received an update on the curriculum actions taken between August 1, 2021, and December 31, 2021. During this time period, a total of 31 curriculum actions were reviewed and approved through the university's curriculum review processes.

Dr. Wallace Dixon provided committee members with a report on the ETSU Ballard Health Strong BRAIN Institute. The final presentation was given by Dr. Joe Sherlin, Vice President of Student Life and Enrollment, and Ms. Joy Fulkerson, Director of Leadership and Civic Engagement. They presented an overview of Alternative Breaks, which is a student success initiative at the university.

After the presentations, the Committee engaged in discussions related to enrollment, student success, and research.

VI. Report from the Finance and Administration Committee

Committee Chair Steven DeCarlo delivered the Finance and Administration Committee report. Highlights of this report included the following:

- The Committee voted to approve the extension of a multi-year/fixed rate tuition structure for the online Masters in Criminal Justice & Criminology.
- The Committee approved the tuition rate for high school dual enrollment students, adjusting fees from \$166 per credit hour to \$181 per credit hour. These changes were necessitated by alterations made to the state grant provided to students in dual enrollment programs that increased the award to \$181 per credit hour on January 1, 2022.
- The Committee approved the spring estimated budget for fiscal year 2022 and the proposed July budget for fiscal year 2023. The budgets were reviewed and discussed in detail at the called Committee meeting held on March 30.
- The Committee received a financial update comparing operating revenues and expenditures from the current year to the prior year.

- The Committee reviewed a quarterly report of agreements and contracts over \$250,000 for the period of January through March 2022.
- The Committee approved the capital budget submittals and disclosures for fiscal year 2023. The report included capital outlay projects totaling \$154,100,000, capital maintenance projects totaling \$7,550,000, and disclosed projects of \$36,945,000, which have been presented to the Tennessee Higher Education Commission.
- The Committee reviewed proposed tuition and fees for fiscal year 2022-2023 at their February and March meetings.

Chief Finance Officer Dr. B.J. King presented the proposed main campus tuition and fees for the upcoming academic year to the Board for approval. Tuition increases for the Colleges of Medicine and Pharmacy were approved in the February Board meeting and are not subject to the THEC binding limit. Dr. King noted that the Board-approved criteria for the evaluation of tuition and obligatory fees demonstrates that ETSU remains an affordable public post-secondary option for Tennesseans. Dr. King also reported that ETSU has structured the base budget for fiscal year 2022-2023 on a zero-percent tuition increase for all undergraduate and graduate student classes on the main campus. Student Trustee Gilliam thanked everyone who helped with the zero-percent tuition and fee increase proposal. She requested that the Board consider how ETSU can keep higher education costs affordable for rural Appalachia in the future.

The proposed tuition and mandatory fees for 2022-2023 were approved as submitted in the meeting materials and contingent upon the approval of the governor's budget and THEC binding tuition limits. Trustee Dorothy Grisham made the motion, and Trustee Charles Allen seconded the motion. The motion was unanimously approved after a roll call vote.

VII. Report from the Audit Committee

Committee Chair Melissa Steagall-Jones provided an overview of the items presented to the Audit Committee.

The Audit Committee reviewed the charters for the Audit Committee, Internal Audit, and Compliance. No changes were recommended for those charters. Two policies were reviewed; the Internal Audit Policy and the Policy for Preventing and Reporting Fraud, Waste, and Abuse. No changes to these policies were recommended. The Committee also approved revisions to the FY 2021-2022 Audit Plan; received an update on active audits and investigations performed from February 2022 through March 2022; and reviewed Internal Audit's Recommendation Log Status as of March 31, 2022.

The Committee also heard from Dr. B.J. King who provided the committee with an overview of The Tennessee Comptroller of the Treasury, Division of State Audit, final Financial and Compliance Audit Report of ETSU's financial statements for the fiscal year ending June 30, 2021.

VIII. Consent Agenda

With no requests for any items to be removed from the consent agenda, the Board of Trustees approved the consent agenda with a motion from Trustee Steagall-Jones seconded by Trustee Foley. After a roll call vote, the motion passed unanimously.

IX. ETSU Center for Rural Health Research Update

Michael Meit, Director of Research and Programs at the ETSU Center for Rural Health Research (CRHR), provided an update on the center's growth and development since its inception on July 16, 2019. His report provided information on the CRHR's primary focus areas, current work for Ballad Health System and the Tennessee Department of Health, and the Center's expanded portfolio of work for the Appalachian Regional Commission, U.S. Health Resources and Services Administration (HRSA), U.S. Centers for Disease Control and Prevention, and others. To date, the center has received more than \$8 million in grant awards and extramural funding above and beyond core support, with an additional \$1.5 million in new grants pending.

X. Action Item: ETSU Committee for 125 Chapter II Strategic Vision

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, and Mr. Mike Kraus, ETSU 125 Consultant, provided the Board with an overview of ETSU's Committee for 125 Chapter II strategic visioning process and final plan. Dr. Hoff began the presentation by highlighting outcomes from ETSU's Committee for 125 Chapter I including:

- ETSU achieved the highest student success in its history, as demonstrated through retention and graduation.
- The academic portfolio expanded, and ETSU is providing more opportunities for both residential and regional students.
- The Academic Health Center expanded enrollment and clinical services that are nationally recognized and benefit the community.
- ETSU completed the Martin Center for the Arts.
- Fundraising exceeded targets, as did extramural funding.

- Athletics has implemented new programs that increased enrollment and excelled in competitions that extend the ETSU brand.
- Through facility renovations and new programming ETSU created a residential experience that makes ETSU a first-choice destination institution.

Next, Mr. Mike Krause spoke about the process for gathering input and developing the final C125.II report. The initiative was launched in March 2021 and the work of the Committee for 125 Chapter II was informed by a series of Task Forces that were charged with the development of vision statements around six domains; academic, student success, research and scholarship, ETSU Health, Equity and Inclusion, and fiscal sustainability. Additionally, feedback from various campus and community constituency groups was collected, including, but not limited to the following:

- Board of Trustees Retreat Summer 2021
- Employer Round Tables (3)
- Various Meetings with Community Groups
- Various Meetings with Local Legislators & Elected Officials
- Faculty Senate (QEP and 125 Chapter 2) October 2021
- Two Open Town Halls October 2021
- Provost Dean's Group (Various)
- Quality and Effectiveness Sub-council Spring 2022
- University Council (Various)
- Board of Trustees Meeting February 2022
- General Education Advisory Council Spring 2022
- Student Life & Enrollment Leadership Council Spring 2022
- Staff Senate Sponsored Town Hall (Open to All of Campus) 2022

Dr. Hoff provided an overview of revisions incorporated into the document since the Board last met. The revisions are as follows:

- Enrollment: Based on feedback from the board members during the previous meeting, the document now contains a foreword by President Noland detailing the focus on access and enrollment over the next decade.
- Salary Enhancements: Ensured that staff salary enhancements were prioritized along with faculty salary enhancements.
- Regional Development: Added language to better articulate the expectation of ETSU to impact regional outcomes and drive partnerships that enhance faculty and student success.
- Research: Ensured adequate emphasis on research and its expected impact.

- Veteran enrollment: ETSU has a long history of being a campus that provides access and success opportunities for veterans and their dependents, and the revised draft has an outcome that ensures we remain focused on veterans.
- Sport Science and Coach Education: The original draft referenced several centers of excellence and their need for facilities to ensure their success but erroneously omitted the Center of Sport Science and Coach Education. The revised document now has an item that recognizes the Center and program's future in the vision for 125.
- Chair training and development: The process of implementing the strategic vision, and indeed much of the future success of ETSU, is dependent upon our academic chairs. As such, the revised document now includes an action item about development and training for chairs to support their long-term success.

Dr. Hoff concluded the presentation with the outcomes and next steps for the C125.II. Highlights of next steps and the implementation timeline included:

- Years 1 – 5
 - Launch a comprehensive student support center that provides full-spectrum concierge-level support from the point of application to career placement with a special focus on first-generation students.
 - Enhance bridge programs for underrepresented students that couple pre-enrollment services with mentoring throughout the freshman and sophomore years.
 - Implement the results from an external assessment of the institution's decentralized budget model as well as business practices and operations, with a focus on customer service and efficiency.
 - Obtain membership in the Association of Public & Land-Grant Universities.
 - Complete the following capital improvements, including but not limited to, Brown Hall renovation, Academic building construction, and Lamb Hall renovation.
 - Improve Valleybrook campus such that it is a fully equipped center to promote innovation in key research and educational areas.
 - Create Center for Community Engagement in conjunction with the QEP and expand the number of experiential learning opportunities for students.

- Years 5 – 10
 - Expand and revitalize Continuing Education with robust, dynamic programming for non-credit learning in the region, offering opportunities across all ETSU sites.
 - Double the number of online undergraduate programs and grow enrollment in online programs.
 - Be named as a HEED award recipient for equity and inclusion.
 - Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Sciences Foundation, USDA, etc.)
 - Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences.
 - Update Alexander Hall (University School) to make it a state-of-the-art, accessible learning laboratory for ETSU students' and faculty's learning and research.

The full [ETSU Committee for 125 Chapter II: Strategic Vision](#) was included in board agenda materials. The document was approved as submitted, with Trustee Foley making the motion and Trustee DeCarlo seconding the motion. The motion passed unanimously after a roll call vote.

XI. President's Report

President Noland offered reflections on the academic year 2021–2022 noting the following:

- With the Board's unanimous vote to approve the final report of the Committee for 125.II, the campus planning process was complete, and the campus would move to the implementation action plan identified by the Committee.
- ETSU is bringing to completion the most successful capital campaign in the university's history, which was structured to support scholarships, endowed faculty chairs, research, and capital infrastructure.
- Multiple candidates were invited to campus to interview for the dean positions in the Colleges of Business and Technology and Arts and Sciences. Dr. Noland indicated that the search process was to be completed in Spring 2022.
- The university has actively engaged with the ETSU Research Corporation to facilitate partnerships that promote regional economic and community development.
- Governor Lee's budget provided enhanced funding and operational support for the Quillen College of Medicine, multiple deferred maintenance projects, a four

percent salary pool to support compensation adjustments, and capital funding to build three new academic facilities at ETSU.

- Funding for the BlueSky initiative was provided as part of a collaboration with Blue Cross Blue Shield.
- The General Assembly confirmed Trustee Charles Allen.

President Noland then provided the Board with an update on predictive indicators for the fall 2022 enrollment, noting the following:

- ETSU has exceeded the application pool by more than 1,000 compared to this time last year.
- ETSU has received nearly 2,000 more applications for enrollment compared to April 2018.
- As expected, due to a decrease in community college enrollment, the number of ETSU transfer applications has trended downward.
- The number of students attending orientation as of April 2022 has increased by more than 400 since April last year.

In conclusion, President Noland outlined the following action steps for the university:

- Accelerate action items emerging from the C125.II process ranging from Huron budget/process review to the implementation of the new ORACLE ERP.
- Program alignment/development with emerging workforce needs.
- Engage internal and external constituencies to advance the institution's service mission in anticipation of the QEP.
- Launch major diversity initiative in conjunction with local educational and industry partners.
- Develop new institutional peer sets and Key Performance Indicators.

Following his report, President Noland thanked the Board for their continued support. He then invited Mason Mosier, President of the Student Government Association, to provide an update to the Board. Mr. Mosier stated that the students were incredibly enthusiastic about the Miranda Lambert concert and future student dining options. Mr. Mosier lauded the SGA's ongoing collaboration with the Trustees. He is optimistic about the upcoming year and reported that there are numerous objectives.

There was no further discussion following President Noland's presentation.

XII. Action Item: Resolution of Appreciation for Ms. Kara Gilliam

The Board adopted a resolution of appreciation to Ms. Kara Gilliam, Student Trustee.

President Noland expressed gratitude to Trustee Gilliam for her enthusiasm for students and willingness to use that passion to serve on the Board of Trustees.

The resolution for Ms. Kara Gilliam was approved as submitted, with Trustee Melissa Steagall-Jones making the motion and Trustee Grisham seconding the motion. The motion passed unanimously after a roll call vote.

XIII. Action Item: Student Trustee Selection

The Student Government Association nominated and confirmed Mr. Allen Archer as Student Trustee for 2022-2023. In May, Mr. Archer will receive a Bachelor of Science in Health Administration degree from ETSU. In July, he will join the combined Medical Doctor/Master of Public Health program at Quillen College of Medicine. Mr. Archer is an active member of the ETSU and Johnson City communities, serving as SGA president, mentoring classmates, and volunteering with campus and community groups.

The Board approved the appointment of Mr. Allen Archer to the role of Student Trustee to the East Tennessee State University's Board of Trustees and member of the Board's Finance and Administration Committee, with Trustee Foley making the motion and Trustee Allen seconding the motion. The motion passed unanimously after a roll call vote.

XIV. Other Business

No other business was discussed.

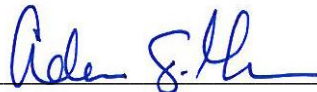
XV. Executive Session

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

XVI. Adjournment

Board Chair Dr. Latimer ceremoniously appointed Student Trustee Kara Gilliam to request a motion to adjourn the meeting. Trustee Foley made the motion, and it was unanimously approved.

Respectfully submitted,



Adam Green
Secretary of the Board of Trustees