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### 2019 February 22 - Board of Trustees Academic and Student Affairs Committee

Board of Trustees, East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE  
FEBRUARY 2019 MEETING

10:15-11:45am EST  
Friday  
February 22, 2019

The Millennium Center  
2001 Millennium Pl  
Johnson City, TN

AGENDA

I. Call to Order

II. Roll Call

**Action Items**

III. Approval of the Committee Minutes from November 16, 2018

IV. Recommend Bylaw Amendment: Name Change for the Committee

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

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

**Information Items**

VII. Academic Action Notifications for the Period of August 1, 2018 through December 31, 2018

VIII. Graduate Medical Education's Annual Institutional Review, Executive Summary

IX. THEC Quality Assurance Funding Results and Overall Impact to ETSU

X. Other Business

XI. Adjournment

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  
FEBRUARY 2019 MEETING

ACTION ITEM

DATE: February 22, 2019

ITEM: Recommend Bylaw Amendment: 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. The proposed name, the "Academic, Research, and Student Success Committee," best reflects the committee members' discussion and the responsibilities of committee. 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  
Provost and 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

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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

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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

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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

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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  
Provost and 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**

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### **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**

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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**

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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**

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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**

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### **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)**

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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.

Colaianne, 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**

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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

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### ***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**

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- 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**

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- 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**

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### **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. & Yearly, 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

INFORMATION ITEM

DATE: February 22, 2019

ITEM: Academic Action Notifications for the Periods of August 1, 2018 through December 31, 2018

COMMITTEE: Academic and Student Affairs

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

The ETSU Board of Trustees must be apprised of select academic actions taken by the university on a periodic basis. Included in the meeting materials is a memorandum outlining the academic action notifications for the period of August 1 – December 31, 2018, which consist of:

**Academic Actions Submitted as Notifications to THEC**

<i>Type of Action</i>	<i>Quantity</i>
Establish New Certificate (12-23 Credits)	1
Change Name/Title for Program or Concentration	2
Establish New Concentrations	4
Change the Primary Delivery Mode for an Existing Academic Program	1
Terminate Concentrations (in order to merge them into one concentration)	2
Terminate Concentration	1

**Academic Actions Submitted to ETSU Board of Trustees**

<i>Type of Action</i>	<i>Quantity</i>
Admission Policy Revision	4
Substantive Revision of Degree	6



**Academic Action Notifications**  
**For the Period of August 1, 2018 through December 31, 2018**

East Tennessee State University Board of Trustees  
 Academic and Student Affairs Committee  
 February 2019

<b>Academic Actions Submitted to THEC via Notification Schedule</b>	Internal Tracking #
<b><i>Establish New Certificate (12-23 Credits)</i></b>	
<b>1 <u>Instructional Design</u></b> This graduate certificate prepares students for careers in creating online training and professional development for organizations or institutes of higher education by covering key components of effective instructional design practices for online learners.	50096-02029
<b><i>Change Name/Title for Program or Concentration</i></b>	
<b>2 <u>BS in Physical Education</u> changed to <u>BS in Kinesiology</u></b> The new degree title better represents the scope of the program which includes physical education, sport, and exercise science. Students will graduate from the program with a degree whose name reflects an evolving, diverse field of study.	50101-02337
<b>3 <u>MA in Art</u> changed to <u>MA in Studio Art</u></b> The new degree title was recommended by the NASAD accreditation agency to better represent the various studio art media available in the degree.	50100-01952
<b><i>Establish New Concentration</i></b>	
<b>4 <u>BA in Theatre: Four New Concentrations: 1) <u>Acting</u>, 2) <u>Design/Production</u>, 3) <u>Musical Theatre</u>, and 4) <u>Physical Theatre</u></u></b> The four proposed concentrations better organize the existing courses for students interested in Acting and Design/Production, but also create new paths of study for students through the Musical Theatre and Physical Theatre concentrations. The revised curriculum follows NAST requirements, and suggestions from the Consultative Review. See also Item #12.	50142-02095
<b><i>Change the Primary Delivery Mode for an Existing Academic Program</i></b>	
<b>5 <u>MA Criminal Justice &amp; Criminology</u></b> Many students working in the criminal justice field are unable to attend traditional classes. By offering both online and traditional courses, students who are unable to commute to the main campus due to work schedules or distance will benefit from online and on-ground options.	50102-2404
<b><i>Terminate Concentrations</i></b>	
<b>6 <u>BS in Special Education: Terminate Two Concentrations: (1) <u>Modified Special Education</u>, and (2) <u>Comprehensive Special Education</u></u></b> The two individual special education concentrations - Modified Special Education and Comprehensive Special Education – are terminated because they are being merged into one program – See also Item #14.	50103-01943
<b>7 <u>Graduate Certificate in Mathematical Modeling in Biosciences</u></b> The certificate is a low-producing program. Only one student has enrolled in the program since 2014 and is the only one that graduated. SACSCOC approval pending.	50140-02217
<b>Academic Action Notifications to the ETSU Board of Trustees</b>	Internal Tracking #
<b><i>Revise Policy - Admission</i></b>	
<b>8 <u>MA in Criminal Justice and Criminology</u></b> This admission policy revision: 1) replaces the GRE requirement with a 3-5 page written narrative statement and three letters of recommendation, and 2) clarifies the language regarding the requirement for students to have an undergraduate degree from an accredited institution to be considered for the program.	50136-02202

- 9 **MA in English** 50137-02271  
 This admission policy revision: 1) replaces the GRE requirement with a minimum ten page writing sample, 2) replaces “undergraduate English major with at least a 3.0 GPA (on a 4.0 scale)” with an “undergraduate degree in English or a related field from an accredited college or university”, 3) adds “a cumulative GPA of 3.0 or higher for all completed undergraduate coursework”, and 4) adds a requirement for applicants wishing to be considered for graduate assistantships to include an explanation of teaching interests in the personal statement portion of the Graduate School application.
- 10 **MS in Allied Health Sciences** 50138-02236  
 This admission policy revision: 1) removes the bachelor’s degree requirement, 2) maintains the required professional license in an allied health discipline, 3) removes the GRE test requirement for applicants who have a cumulative grade point average of 2.75 or higher on a 4.0 scale (3.0 or higher for international students), and 4) maintains the required three professional letters of recommendation.
- 11 **MSN (Master of Science in Nursing)** 50094-01885  
 The admission policy revision: 1) adds a directive to international students to refer to the International Admissions section of the graduate catalog for additional requirements, and 2) requires from applicants a curriculum vitae/resume and three letters of recommendation, (preferably from individuals who can best assess one’s potential for graduate study and two professionals including current or most recent supervisor).
- Substantive Revision - Degree***
- 12 **BA in Theatre and the Establishment of Four Concentrations** 50142-02095  
 The growth of the Theatre and Dance program from a division to an accredited academic department created the need for a more structured curriculum which includes a common core and four structured concentrations: Acting, Design/Production, Musical Theatre, and Physical Theatre. The revised curriculum follows NAST requirements, and suggestions from the Consultative Review. See also Item #4.
- 13 **BA/BS in Criminal Justice and Criminology** 50141-01754  
 This curricular revision, which emerged from recent program review recommendations, resulted in curriculum updates to reflect the standards of the criminal justice and criminology academic fields as stated by the Academy of Criminal Justice Sciences (ACJS) and comparative, accredited institutions.
- 14 **BS in Special Education** 50107-01564  
 The department examined Special Education undergraduate programs at other universities in the State of Tennessee, and realized the need to combine modified and comprehensive special education concentrations into one program. This curricular revision will make our students marketable in the State of Tennessee as most school systems in Tennessee prefer a teacher candidate who teaches in both comprehensive and modified setting. See also Item #6.
- 15 **Doctor of Public Health (DrPH)** 50098-02215  
 The Council on Education for Public Health (CEPH) in 2016 implemented new criteria for accrediting Doctor of Public Health (DrPH) programs within Schools and Programs of Public Health, including 1) 20 prescribed foundational competencies for all DrPH students, and 2) concentration-specific competencies. This curricular revision enables the program to meet those requirements.
- 16 **Master of Public Health (MPH)** 50097-02196  
 The Council on Education for Public Health (CEPH) in 2016 implemented new criteria for accrediting Master of Public Health (MPH) programs within Schools and Programs of Public Health, including 1) 22 prescribed foundational competencies for all MPH students, and 2) concentration-specific competencies. This curricular revision enables the program to meet those requirements.
- 17 **MEd in School Librarianship** 50139-01909  
 This curricular revision: 1) prepares M.Ed. students who have not previously obtained a teacher’s license to complete the edTPA assessment, which assures that students are ready to teach in public schools (this is a new TN state requirement for 2019), and 2) provides more time (beyond one semester) for students seeking add-on licensure to complete the required 200 practicum hours.

EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 22, 2019

ITEM: Graduate Medical Education's Annual Institutional Review,  
Executive Summary

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: David Linville, Secretary

The Quillen College of Medicine operates training programs for resident and fellow physicians in 15 different specialty specific programs, also known as graduate medical education (GME) programs. The Accreditation Council for Graduate Medical Education (ACGME) is the accrediting body for GME programs and prescribes accreditation standards for the Sponsoring Institution (the university) and individual GME programs. The associate dean for graduate medical education in the Quillen College of Medicine serves as the ACGME defined Designated Institutional Official (DIO) and is responsible for ensuring oversight of GME programs and maintenance of accreditation. The ACGME accreditation standards require the DIO to provide a written report to the governing board of the Sponsoring Institution on an annual basis. The report includes specific information related to performance indicators, action plans, and monitoring procedures. This report has been compiled under the direction of the DIO and approved by the governing body for GME programs in college, the Graduate Medical Education Committee. This report, the Annual Institutional Review Executive Summary, is included in meeting materials for your review.



Office of Graduate Medical Education

January 7, 2019

David Linville, MD, EdD  
Associate Vice President for Health Affairs  
Professor of Medical Education  
Secretary of the Board of Trustees  
Burgin-Dossett Hall, Room 206  
Johnson City, TN 37614

Dear Dr. Linville,

In your role as Secretary of the Board of Trustees, please accept the enclosed document, the East Tennessee State University, Quillen College of Medicine Graduate Medical Education 2017 – 2018 Annual Institutional Review (AIR) Executive Summary.

Per the Accreditation Council for Graduate Medical Education (ACGME) Institutional Requirements, the Designated Institutional Official (DIO) must annually submit a written executive summary AIR to the Sponsoring Institution's Governing Body, the Board of Trustees. The written executive summary must include a synopsis of institutional performance on indicators for the AIR, and action plans and performance monitoring procedures resulting from the AIR. Furthermore, per the requirements, the Graduate Medical Education Committee (GMEC) must demonstrate effective oversight of the Sponsoring Institution's accreditation through the AIR. The GMEC must identify institutional performance indicators for the AIR, to include, at a minimum the most recent ACGME institutional letter of notification, results of the ACGME surveys of resident/fellows and core faculty members, and each of its ACGME-accredited programs' ACGME accreditation information, including accreditation statuses and citations.

I presented the AIR to the GMEC at the December 6, 2018 meeting. The GMEC voted to approve the report. I respectfully ask that the report be included in Board of Trustees' February 22, 2019 agenda.

Please let me know if I can answer any questions or be of any further help. I truly appreciate your assistance in this matter and all of the help you have given me since I have been at this institution.

Sincerely,

Michael Ostapchuk, MD  
Associate Dean for Graduate Medical Education  
Designated Institutional Official  
East Tennessee State University  
Quillen College of Medicine.

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# **EAST TENNESSEE STATE UNIVERSITY**

## ***GRADUATE MEDICAL EDUCATION***

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***2017 - 2018***

## ***ANNUAL INSTITUTIONAL REVIEW EXECUTIVE SUMMARY***

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## Introduction

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The Accreditation Council for Graduate Medical Education (ACGME) requires each institution sponsoring ACGME accredited training programs to perform an Annual Institutional Review (AIR). The AIR is designed to demonstrate that the sponsoring Institution's Graduate Medical Education Committee (GMEC) performs effective oversight of the Sponsoring Institution's accredited programs.

The AIR report was presented to, and approved by, the GMEC on December 6, 2018. In accordance with the ACGME Institutional Requirements, the approved AIR is hereby presented to the Sponsoring Institution's Governing Body, which is the East Tennessee State University Board of Trustees.

## Graduate Medical Education

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The James H. Quillen College of Medicine at East Tennessee State University was established for the purpose of providing physicians and medical care to the people in the surrounding regions. The college of medicine is a publicly supported academic institution dedicated to excellence in medical care, biomedical research, and health education. The college of medicine recognizes the importance that graduate medical education plays in obtaining the above goals. Residency programs maintained by the college of medicine serve an integral place in the education of medical students and the research activities of the institution. The residency and fellowship programs provide service, teaching, and educational opportunities for the area and, overall, result in improvement of the health care in northeast Tennessee and the surrounding Appalachian region. Through its diverse resources, the college of medicine endeavors to meet selected community and regional needs by identification, creation, and execution of the necessary programs to accommodate those needs. This effort includes providing the fiscal support, human resources, and educational opportunities for maintaining excellent residency programs.

The college of medicine is committed to conduct these programs in compliance with the institutional and specific requirements of the Accreditation Council for Graduate Medical Education (ACGME), the Joint Commission, and in the accordance with all applicable federal and state laws and regulations.

## Goals

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- To provide excellent training for both primary and specialist physicians, with emphasis on training primary care physicians to serve the rural environment;
- To promote an academic environment that nurtures both research and scholarly activity at both the resident and faculty level;
- To strengthen public/private partnerships with surrounding healthcare related institutions;
- To enhance delivery of patient care services to our region;
- To gain recognition by both the region's public and professional community as the center for excellent healthcare delivery and research in northeast Tennessee and southwest Virginia.

## Scope

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The James H. Quillen College of Medicine at East Tennessee State University is an ACGME Sponsoring Institution. In the 2017 – 2018 academic year, there were 15 ACGME accredited training programs and 262 residents and fellow trainees. Our residents and fellows rotate at four major hospitals, Johnson City Medical Center, Holston Valley Medical Center, Bristol Regional Medical Center, and the VA Healthcare System in Johnson City, along with numerous other teaching sites.

Residency/Fellowship Programs	
Family Medicine Bristol	IM Pulmonary/Critical Care
Family Medicine Johnson City	Obstetrics/Gynecology
Family Medicine Kingsport	Orthopaedics
Internal Medicine	Pathology
IM Cardiology	Pediatrics
IM Gastroenterology	Psychiatry
IM Infectious Disease	Surgery
IM Oncology	

## GME Office

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### Staff:

Michael Ostapchuk, MD, MEd  
Associate Dean for Graduate Medical Education (GME)  
Designated Institutional Official (DIO)

John B. Schweitzer, MD  
Assistant Dean GME

Debra Shaw  
Assistant Dean GME  
Ombudsperson

Renee McNeely  
Institutional Coordinator GME

Sissy Shipley  
Administrative Coordinator GME

Stephanie Nave  
Office Coordinator GME

Tawana Holland  
Medical Education Coordinator  
Johnson City Medical Center

Rita Forrester  
Medical Education Coordinator  
Holston Valley Medical Center

During the academic year 2017 – 2018, the GME Office created a dedicated Ombudsperson telephone line that residents/fellows can anonymously call with any type of issues they may have. There is a dedicated Ombudsperson to respond to each call. If the Ombudsperson needs help with the situation, she consults with the DIO.

The DIO and Ombudsperson conduct regular meetings with the residents/fellows from each program to get their input on their programs. With the approval of the learners, the DIO will provide feedback from the meeting and discuss any issues with the Program Director to provide corrective guidance. These



meetings are semiannual unless there are major issues. In these instances, the meetings occur more frequently.

In February 2018, the two private hospitals systems, Mountain States Health Alliance and Wellmont Health System, where residents/fellows rotate, merged into one system, Ballad Health. The certificate of public advantage, COPA, includes resources to enhance resident/fellow education. The GME Office is working closely with Ballad Health in resident/fellow education. One initial result is the agreement to begin the steps to create and apply for an addiction medicine fellowship to be housed in the Family Medicine Department.

## **Resident/Fellow Salary and Benefits**

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The total resident salaries and benefits paid by hospitals for 2017 – 2018 was \$18,276,293.

<b>PGY Level</b>	<b>2017/2018 Salaries</b>	<b>2018/2019 Salaries (2% increase)</b>
<b>PGY I</b>	49,122	50,104
<b>PGY II</b>	50,589	51,601
<b>PGY III</b>	52,400	53,448
<b>PGY IV</b>	53,403	55,491
<b>PGY V</b>	56,396	57,524
<b>PGY VI</b>	58,537	59,708

### **Insurance Benefits:**

#### **Health Insurance**

The resident health insurance is provided through United Healthcare. Residents may elect single coverage or family coverage. Premiums are shared by the university and the resident. The resident portion is \$35.00 for single coverage and \$75.00 for family coverage. The premiums are payroll deducted monthly.

#### **Vision**

If enrolled in the health insurance through United Healthcare residents also receive vision coverage at no additional premium. For explanation of full benefits log in to myuhcvision.com.

#### **Dental**

The resident dental insurance is provided by Guardian. Residents may elect single coverage or family coverage. Premiums are shared by the university and the resident. If the resident has elected to United Healthcare coverage, the resident's premium is covered in the \$35 single/\$75 family health care premium; however, if the resident declined health coverage, the dental premium is \$15 single/\$35 family.

#### **Life**

A basic term life insurance policy is available for each resident in the amount of \$50,000. No life insurance is available for dependents. Residents may elect to purchase additional life insurance up to \$500,000.

**Disability**

Individual disability policies with monthly benefits of 60% salary, after 90 days of disability are available for the resident only. Additional coverage may be purchased by the resident.

**Professional Liability Insurance**

As a resident physician with East Tennessee State University under the State of Tennessee your professional liability coverage will be provided by the Tennessee Claims Commission Act (TCA 9-8.301 et sq). The limits of liability are \$300,000 per plaintiff/\$1 million dollars per occurrence. State law provides that residents have absolute immunity from liability for acts or omissions within the scope of their employment, unless the acts or omissions are willful, malicious, criminal, or done for personal gain.

**Other Benefits:**

Free membership to the Center for Physical Activities, Resident Assistance Program, Impaired Physicians Program through TMA, Tuition Reimbursement for resident's spouse and dependent children, Deferred Compensation Program.

**Leave:****Vacation/Annual Leave**

All residents may receive up to 15 days annual leave per contract year. Unused vacation days may not be carried over from year to year.

**Administrative Leave**

Residents may receive two (2) days administrative leave during their first year at the discretion of each program. Residents on tracks longer than one year may receive up to five (5) days administrative leave to be taken anytime during their tenure.

**Educational Leave**

Educational leave may be provided. This is left totally to the discretion of each program.

**Sick Leave**

Sick leave is provided at the rate of one (1) day per month, and may accumulate to a total of not more than sixty (60) days for continuous service.

**Family Medical Leave Act (FMLA)**

Residents are entitled to the provisions of the Family Medical Leave Act of 1993. This leave is without pay, but use of accrued sick and vacation leave may be used as part of the family leave. In order to be considered eligible under the FMLA guidelines, a resident must (1) have worked for the University for at least 12 months; and (2) have worked at least 1,250 hours during the year preceding the start of the leave.

**Maternity/Paternity Leave**

Maternity leave is available to eligible residents for the birth or adoption of a child under the Family Medical Leave Act (FMLA) and the Tennessee Maternity Leave Act (TMLA). This leave is without pay, but use of accrued sick and annual leave may be used as part of this leave.

### **Military Leave**

Residents who are members of any reserve component of the armed forces of the United States or of the Tennessee National Guard may be entitled to leave of absence from their duties for all periods of military service during which they are engaged in the performance of duty or training in the services of Tennessee, or of the United States, under competent orders.

### **Civil Leave**

Residents shall be granted civil leave when, in obedience to a subpoena or direction by proper authority, the resident appears as witness for the federal government, the State of Tennessee, or a political subdivision of the State, or when it is necessary to attend any court in connection with official duties or serve on a jury in any state or federal court.

### **Resident Sick Leave Bank**

The purpose of the ETSU Resident Sick Leave Bank is to provide emergency paid sick leave to members of the residency programs who have suffered an unexpected personal illness, surgery, injury or disability with complications beyond their control and who have exhausted their personal sick leave. By definition, "unexpected personal illness", does not include recovery following childbirth. Unforeseen complications during pregnancy would be a qualifying event.

## **Graduate Medical Education Committee (GMEC) Report**

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<b>2017 – 2018 GMEC Voting Members</b>	
<b>Name</b>	<b>Specialty/Position</b>
Dr. Mike Ostapchuk	Associate Dean/DIO, Graduate Medical Education
Dr. Alexandra Boley	Resident, Pediatrics
Dr. Christopher Bridges	Resident, Family Medicine Johnson City
Dr. Mark Brummel	Family Medicine Kingsport Program Director
Dr. Shambhavi Chandraiah	Psychiatry Program Director
Dr. Gregory Clarity	Family Medicine Bristol Program Director
Dr. Beth Fox	GME Family Medicine Director
Ms. Ronda Gentry	Quality Director Ballad Health
Dr. Jeffrey Ham	Resident, Family Medicine Johnson City
Dr. Diana Heiman	Program Director, Family Medicine Johnson City
Dr. Kent Hjerpe	Obstetrics and Gynecology Program Director
Dr. Daniel Krenk	Orthopedic Program Director
Ms. Kathy Kunisch	Coordinator, Family Medicine
Dr. Joseph Lee	Surgery Program Director
Dr. James Myers	Infectious Disease Program Director
Dr. Deidre Pierce	Internal Medicine Program Director
Dr. John Schweitzer	Assistant Dean, GME Office
Ms. Debra Shaw	Assistant Dean, GME Office
Dr. Salah Shurbaji	Pathology Program Director
Dr. Dawn Tuell	Program Director, Pediatrics

Michael Ostapchuk, MD, MSED, assumed the role of Designated Institutional Official and Associate Dean of Graduate Medical Education on November 6, 2017. To address ACGME citations related to the DIO working in collaboration with the Graduate Medical Education Committee (GMEC) changes were made

to the structure and function of the GMEC meetings. A restructuring of the GMEC included downsizing the committee from 40 voting members to 19 voting members, all of whom are dedicated to the mission and responsibilities of oversight by the GMEC. The new meeting format follows ACGME Institutional Requirements I.B.4 through I.B.6.

During the 2017 – 2018 academic year, the GMEC met nine times. Meetings included reports from the DIO, hospital CMO’s and VA DEO, Quality and Patient Safety Officer, Resident Leadership Committee, Chair of the Policy Subcommittee, and Program Coordinator Committee.

The committee approved:

1. One new program (orthopaedics),
2. Three new program directors (internal medicine, infectious diseases, obstetrics/gynecology),
3. One complement change (internal medicine), and
4. One site addition (orthopaedics).

In March 2018, with the help of the GME Office, the program coordinators reorganized the structure of their monthly meetings to establish a more autonomous committee with an emphasis on professional development and is now the Program Coordinator Committee. On August 8, 2018 they conducted the first annual coordinator’s retreat to address core competencies for coordinators.

The GMEC conducted one program special review for the psychiatry program on January 30, 2018. That review resulted in eight areas of concerns. The DIO shared the findings with the Program Director and the Chair of the Department.

### GMEC Policy Subcommittee

2017- 2018 GMEC Policy Subcommittee	
Name	Specialty/Position
Dr. John Schweitzer	Chair, Assistant Dean, GME
Dr. Beth Fox	GME Family Medicine Director
Dr. Jeffrey Ham	Resident, Family Medicine Johnson City
Dr. Joe Lee	Surgery Program Director
Ms. Debra Shaw	Assistant Dean, GME
Ms. Patti Taylor	Program Coordinator, OB/GYN
Mr. Terry Xixis	Program Coordinator, Family Medicine Johnson City
Dr. Maria Zayko	Resident, Pathology

The GMEC Policy Subcommittee chair presented 24 updated policies which to and were approved by the GMEC.

Policies Updated and Approved 2017 - 2018		
Resident Initiated Grievances	Restrictive Covenant	Quality Improvement
Drug Free Campus	Dress Code	Well Being
Tobacco Free Campus	Ethical Guidelines/Vendor Policy	Reduction & Closure
Professional Liability (Malpractice)	Supervision	Alert & Fatigue Mitigation
HIPAA	Promotions	Disaster
Authorship	Hospital Suspension of a Resident	Transition of Care
Medical Licenses and Exemptions	Evaluations	Moonlighting
Observerships	Professional & Resident Responsibilities	VISAs

## Performance Indicators

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The GMEC has identified the following performance indicators as important to its success in fulfilling its mission:

- Results of the most recent Institutional Self-Study
- Results of the Clinical Learning Environment Review (CLER) visits
- Accreditation status, citations and concerns of the Sponsoring Institution
- National Residency Match Program (NRMP) results of the sponsored programs
- Longevity of Program Directors and Program Coordinators in their respective roles
- Results of the ACGME Annual Resident/Fellow and Faculty Surveys
- Accreditation status, citations and concerns of each of the sponsored programs
- Completion of prior year AIR Action Plans

## Results of the most recent institutional self-study visit

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The Institutional Self-Study is tentatively due October 1, 2022.

### CLER Site Visit

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On December 19-20, 2017, the ACGME conducted a CLER Site Visit at Johnson City Medical Center. This was the first CLER Site Visit for this hospital. Throughout the visit, the site visitors met with the senior leadership of the hospital, GME leadership, residents and fellows, faculty members, and program directors. The group conducted walking rounds and visited more than 15 clinical locations. GME received a report February 13, 2018 giving feedback in six areas of focus: patient safety, health care quality (with a special focus on health care disparities), supervision, care transitions, well-being, and professionalism.

## Accreditation Status, Citations, and Concerns of the Sponsoring Institution

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The sponsoring institution received an ACGME Letter of Notification on March 27, 2018 stating the institution had moved from continued accreditation with warning to continued accreditation. The letter listed one extended citation and two new citations.

### Extended Citation:

#### **Non-Compliance: 04/19/2017**

#### **Structure for Educational Oversight, GMEC, Responsibilities (Institutional Requirement I.B.4, I.B.4.b), I.B.4.b).(2))**

GMEC responsibilities must include review and approval of annual recommendations to the Sponsoring Institution's administration regarding resident/fellow stipends and benefits. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirements. It was reported at the site visit that while the DIO discusses resident salaries and benefits with the GMEC, the GMEC does not provide recommendations. Minutes of the Sponsoring Institution's GMEC meetings do not document review or approval of recommendations related to resident stipends and benefits. (SR, p. 15; IRQ, Attachment—GMEC Minutes)

**Continued Non-Compliance: 01/24/2018** The information provided to the Institutional Review Committee (“IRC”) does not demonstrate substantial compliance with the requirements. The meeting minutes of the Graduate Medical Education Committee (“GMEC”) do not document review and approval of annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. (Institutional Review Questionnaire (“IRQ”), p. 7; Attachment—GMEC Minutes)

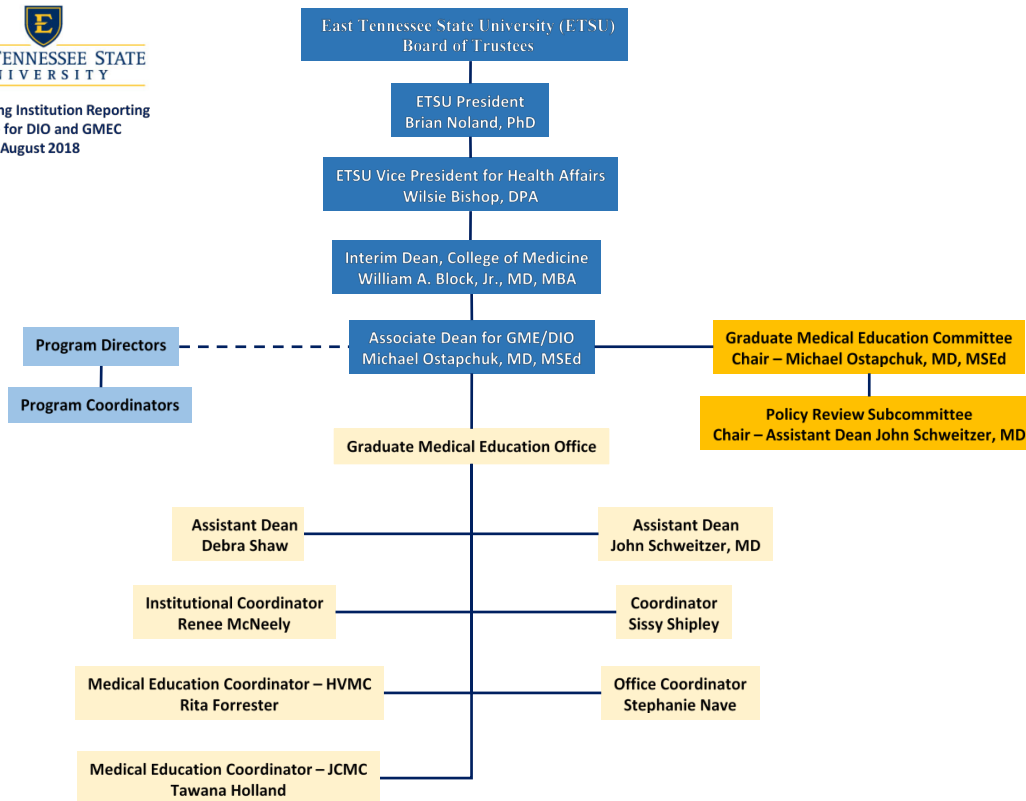
Institution Response: 8/10/2018 The Institution recognizes that the GMEC must review and approve the annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. At the December 7, 2017 GMEC meeting, the DIO discussed the resident/fellow stipends and benefits for the upcoming academic year, 2018 - 2019. After discussion, the recommendation was to increase the resident/fellow stipends/benefits by 2% from the previous year. The GMEC agreed to allow the DIO to meet with the administration of each hospital to discuss this increase. There was no vote on increasing the stipends/benefits for the upcoming year at that meeting. The DIO discussed with the DEO of the Veterans Hospital and the CMO’s of all other affiliated hospitals the Institutions desire to increase the stipends/benefits. All of the parties agreed to the 2% increase. After receiving the Institution’s Letter of Notification dated, March 27, 2018 the Institution realized the GMEC had failed to vote on the increase. In order to rectify this error, the DIO asked for a vote to take place. On March 28, 2018, the DIO, in an email, requested the voting members of the GMEC to vote on the stipend/benefit increase by 2% from the previous year. There was a 100% response with 100% agreement to increase the stipend/benefit by 2%. This is recorded as an addendum in the March 22, 2018 GMEC minutes. These minutes were approved at the April 26, 2018 GMEC meeting. The Institution and GMEC are committed to review and approve the annual recommendations to the Sponsoring Institution’s administration regarding resident/fellow stipends and benefits. For future years the DIO and GMEC will discuss, recommend, and vote on all stipend/benefits decisions at the beginning of the calendar year.

**New Citations:**

**Structure for Educational Oversight, Sponsoring Institution (Institutional Requirements I.A.5, I.A.5.b))**

The Sponsoring Institution must identify a Governing Body: The entity which maintains authority over the Sponsoring institution and each of its ACGME-accredited programs. (Core) The information provided to the IRC does not demonstrate substantial compliance with the requirements. The Sponsoring Institution’s Governing Body does not appear to be identified in the IRQ or in the Sponsoring Institution’s organizational charts. (IRQ, p. 2; Attachments—Organizational Chart 1, Position of GMEC; Organizational Chart 2, Position of Designated Institutional Official (“DIO”))

Institution Response: 8/10/2018 The Sponsoring Institution's Governing Body, East Tennessee State University Board of Trustees, has been added to both the IRQ and the Sponsoring Institution's organizational chart. The chart was recently updated to include the interim Dean, who began this position on July 25, 2018. The chart includes both the position of the GMEC and DIO in the institution. This chart has been uploaded into "Position of the GMEC" and "Position of the DIO" sections of the Institutional Review Uploads.



**Structure for Educational Oversight, Sponsoring Institution (Institutional Requirement I.A.6)**

A written statement must document the Sponsoring Institution’s commitment to GME by providing the necessary financial support for administrative, educational, and clinical resources, including personnel, and which must be reviewed, dated, and signed at least once every five years by the DIO, a representative of the Sponsoring Institution’s senior administration, and a representative of the Governing Body. (Core) The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the Sponsoring Institution’s written statement of commitment to graduate medical education (“GME”) is signed by a representative of the Governing Body. (IRQ, Attachments—Organizational Chart 1, Position of GMEC; Organizational Chart 2, Position of DIO; Statement of Commitment)

Institution Response: 8/10/2018 The Sponsoring Institution's written statement of commitment to GME has been corrected to include the Chair of the East Tennessee Board of Trustees, Mr. Scott Niswonger. With the change in Deans, the statement has been recently updated to include the Interim Dean, who began July 25, 2018. The revised written statement of commitment has been uploaded to the "written statement of commitment" section of the Institutional Review Updates.

## National Residency Match Program (NRMP) Results of the Sponsored Programs

Programs have been very successful in the NRMP.

Program	2015 Quota/Filled	2016 Quota/Filled	2017 Quota/Filled	2018 Quota/Filled
FM Bristol	8/8	8/8	8/8	8/8
FM JC	6/6	6/6	6/6	6/6
FM Kingsport	6/6	6/6	6/6	6/6
IM	21/21	22/22	22/22	12/12
Cardiology	3/3	3/3	3/3	3/3
GI	2/2	2/2	2/2	2/2
ID	2/1	2/0	2/2	3/0
Oncology	3/3	1/1	2/2	3/3
Pul/CC	3/3	1/1	2/2	2/2
OB/GYN	3/3	3/3	3/3	4/4
Pathology	2/2	2/2	2/2	2/2
Pediatrics	7/7	7/7	7/7	7/7
Psychiatry	4/4	5/5	5/5	5/5
Surgery	8/8	7/7	7/7	7/6

## Longevity of Program Directors and Program Coordinators in their Respective Roles

Program	Length	Program Director	Program Coordinator	Total # of Residents	Accreditation	
					Original	Effective Date
Institutional Office	--	Michael Ostapchuk, MD, (DIO)		--	--	1/24/2018
Bristol Family Medicine	3 years	Gregory E Clarity, MD (9.5)	Ms. Julie Robinette (8)	24	7/26/1976	1/31/2018
Johnson City Family Medicine	3 years	Diana L Heiman, MD (6.5)	Mr. Terry Xixis (3)	18	9/11/1979	1/31/2018
Kingsport Family Medicine	3 years	Mark Brummel, DO (3)	Ms. Amy Murphy (12)	18	9/29/1975	1/31/2018
Internal Medicine	3 years	James Myers, MD (<1)	Ms. Heather Grove (3)	72	5/1/1977	1/19/2018
Infectious Disease	2 years	Paras Patel, MD (<1)	Ms. Carla Hill (8)	4	7/1/1987	1/19/2018
Cardiovascular Disease	3 years	Vijay K Ramu, MD (5)	Ms. Carla Hill (8)	9	7/1/1987	1/19/2018
Oncology	2 years	Devapiran Jaishankar, MD (3)	Ms. Carla Hill (8)	4	7/1/1997	1/19/2018
Pulmonary Disease and Critical Care	3 years	Girendra Hoskere, MD (2)	Ms. Carla Hill (8)	6	7/1/2000	1/19/2018
Gastroenterology	3 years	Mark F Young, MD (6)	Ms. Carla Hill (8)	6	7/1/2010	1/19/2018
Obstetrics and Gynecology	4 years	Kent Hjerpe, MD (<1)	Ms. Patti Taylor (14)	12	5/20/1993	2/1/2018
Orthopaedic Surgery	5 years	Dan Krenk, DO (5)	Ms. Stacy Christian (7)	10	*7/1/2011	4/20/2018
Pathology - Anatomic & Clinical	4 years	Salah Shurbaji, MD (6)	Ms. Terri McFeature (22)	8	7/1/1983	1/29/2018
Pediatrics	3 years	Dawn S Tuell, MD (5)	Ms. Caitlin Smith (4)	21	4/7/1991	1/28/2018
Psychiatry	4 years	Shambhavi Chandraiah, MD (3)	Ms. Dakotah Phillips (2)	18	11/8/1985	4/27/2018
Surgery	5 years	Joseph R Lee, MD (4)	Ms. Julie Simerly (6)	30	7/1/1978	1/18/2018

\*Orthopaedic Surgery transitioned to oversight by ETSU 1/1/2018



During the 2017- 2018 academic year the GMEC approved three new Program Directors.

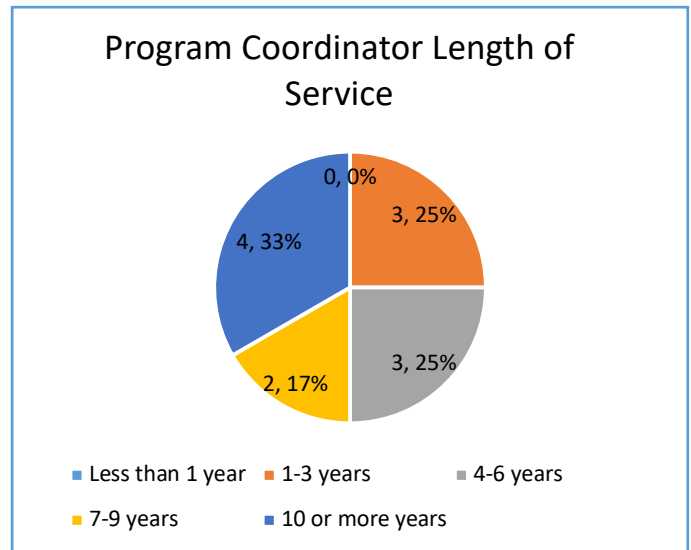
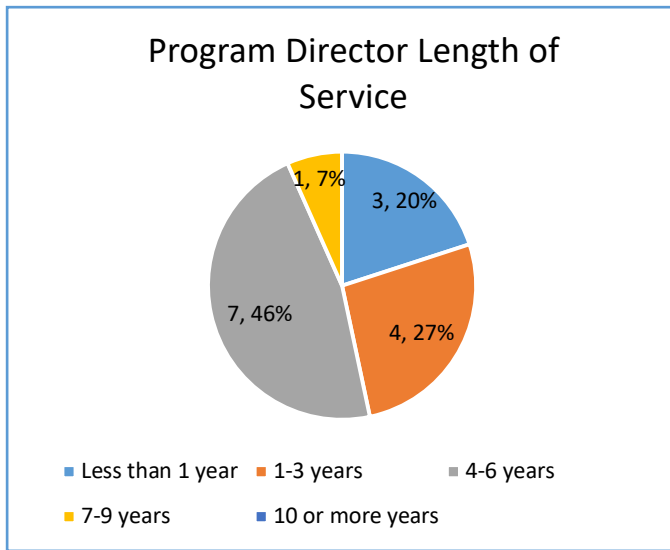
With the impending departure of the Internal Medicine Program Director on June 30, 2018, the GMEC approved the appointment of a new Program Director to begin July 1, 2018. The new Program Director had served as the Infectious Disease Fellowship Program Director for numerous years. The core program appointed two new Associate Program Directors.

With the transposition of the Infectious Disease program director to the core program, the GMEC approved a new Infectious Diseases Program Director to begin July 1, 2018. The new Program Director served as Associate Program Director for many years.

The Obstetrics and Gynecology program director stepped down with planned retirement and the GMEC approved a new Program Director to begin in March 2018.

**Program Director changes over the last five academic years:**

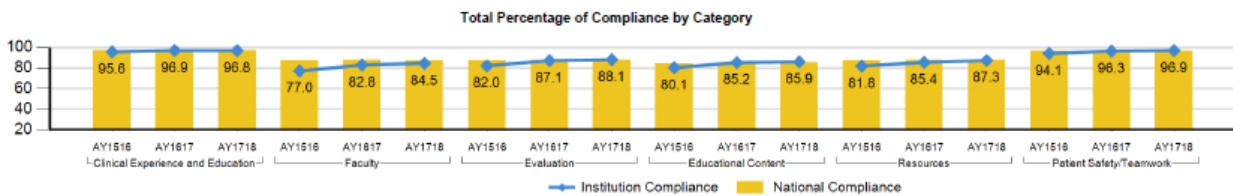
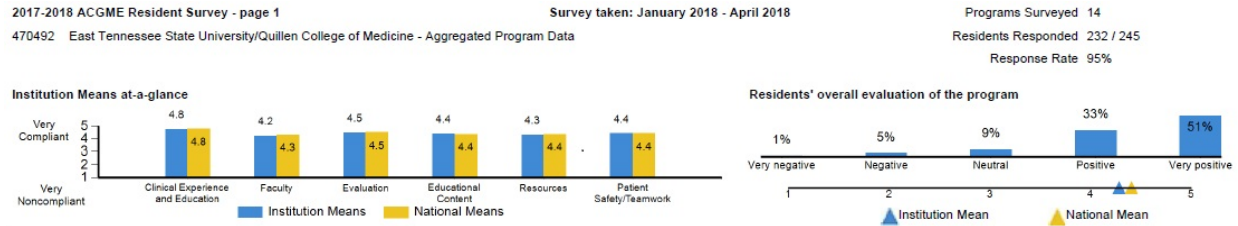
- 2013-2014- Josph Lee (Surgery), James Myers (ID)
- 2014-2015- Mark Brummel (FMKGPT), Stephen Geraci (IM), Jonathan Moorman (IM), Devapiran Jaishankar (Oncology), Jay Mehta (Pulmonary/Critical Care)
- 2015-2016- Girendra Hoskere (Pulmonary/Critical Care), Keith Huffaker (OB/GYN), Tom Jernigan (OB/GYN), Jay Griffith (Psychiatry), Shambhavi Chandraiah (Psychiatry)
- 2016-2017- Deidre Pierce (IM)
- 2017-2018- Kent Hjerpe (OB/GYN), James Myers (IM), Paras Patel (ID)



## Results of the ACGME Annual Resident/Fellow and Faculty Surveys

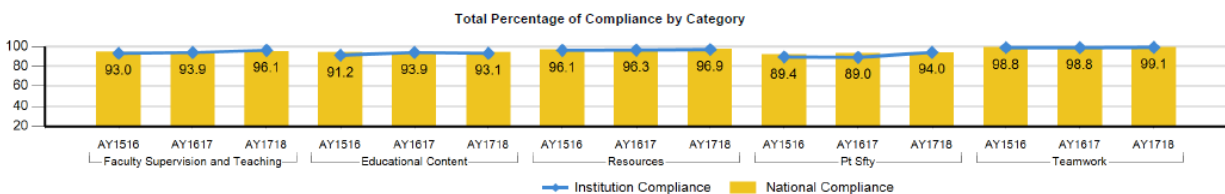
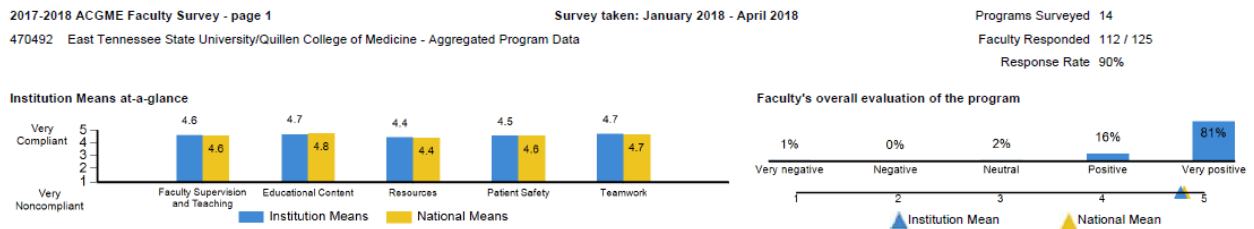
### Resident Results

The residents' satisfaction with their ETSU Graduate Medical Education experience (Institutional Mean) is comparable with the National Mean. However, 6% of ETSU residents and fellows view their programs negatively (5%) or very negatively (1%), and 9% had a neutral view. This has improved since the last survey of 2016 – 2017 where 3% of ETSU residents and fellows view their programs very negatively and 3% view their programs as negative. The neutral response was 14% on that survey.



### Faculty Results

ETSU's teaching faculty's overall evaluation of the quality of their respective programs is near the national mean. This has improved since the 2016 – 2017 faculty survey.



## Accreditation Status, Citations, and Concerns of Sponsored Programs

Program	Status	Self-Study or Next Site Visit	Citations	Concerns
Bristol Family Medicine	CA	10/31/2018*		
Johnson City Family Medicine	CA	11/1/2019-SV		
Kingsport Family Medicine	CA	10/1/2023-SS	2	1
Internal Medicine	CA	TBD	1	
Infectious Disease	CA	TBD		
Cardiovascular Disease	CA	TBD		
Oncology	CA	TBD		
Pulmonary Disease and Critical Care	CA	TBD		1
Gastroenterology	CA	TBD		
Obstetrics and Gynecology	CA	TBD	3	
Orthopaedic Surgery	Pre-A	TBD	6	1
Pathology - Anatomic & Clinical	CA	10/1/2019-SV		
Pediatrics	CA	10/1/2019-SV		5
Psychiatry	P	01/22/2019	16	
Surgery	CA	6/1/2019-SS		

\*Self-study in process at ACGME

CA – continued accreditation

CW – continued accreditation with warning

AW – accreditation withheld

P – probation (accredited)

PA – pre-accreditation

SS – self-study

SV – site visit

The Family Medicine Kingsport program received an ACGME LON January 31, 2018 replacing the continued accreditation with warning status with continued accreditation.

On January 3, 2018, the ACGME approved East Tennessee State University as the Sponsoring Institution of an AOA accredited orthopaedic residency program previously managed by Wellmont Hospital System. The ACGME application process required co-requisite programs in their Sponsoring Institution that ETSU could provide. The program remains on pre-accreditation status. The program responded to 12 citations listed on the March 3, 2017 ACGME LON. The review committee, in an ACGME LON dated May 15, 2018, found six of the 12 resolved and six extended. The review committee “noted that considerable progress had been made toward eventual ACGME accreditation and with care and attention to detail, the program should be able to accomplish this in a reasonably short time.” The program addressed the six citations and reapplied for ACGME initial accreditation on November 8, 2018. The RC decision will be available in late January 2019.

The ACGME Review Committee for Psychiatry notified the program and SI on the May 30, 2018 that it had been placed on probationary accreditation. The letter identified 16 citations. The probation followed a program site visit conducted in March 2018. The program had downward trends in many areas of the ACGME resident survey over a two-year period, 2015 – 2016 and 2016 – 2017. On January 30 2018, the GMCC conducted a special review of the program. That review resulted in eight areas of concerns. The DIO shared the findings with the Program Director and the Chair of the Department.

The GMEC is monitoring the program’s plan of action for the special review concerns and the citations of the LON bimonthly. In addition, the GMEC offers guidance to the Program Director to correct the issues. The DIO is working closely with the Program Director and Chair to correct the issues. The DIO and Ombudsperson meet with the residents alone bimonthly to discuss ongoing progress and continued concerns, after which the DIO and the Program Director meet to review the findings and implement corrective processes.

### Citations and Concerns by Categories (as of June 30, 2018)

Citation Category	Citations
Institutional Support	3
Resident Appointment	0
Program Personnel and Resources	9
Education Program	9
Evaluation	5
	<b>26</b>

Concern Category	Concerns
Education Content	1
Education Environment	3
Resident Scholarly Environment	1
Evaluation	2
Faculty Supervision	1
Learning and Working Environment	1
	<b>9</b>

Citation Category	Number of Citations	Specialties/Subspecialty Receiving Citation
<b>1. Institutional Support</b>		
A. Institutional Support-Sponsoring Institution	2	P
B. Institutional Support-Program Director		
C. Institutional Support-Participating Institution	1	ORS
D. Facilities-Educational Space Including Library		
E. Facilities-Clinical Space		
F. Medical Records Retrieval		
G. On-call Rooms		
H. Appropriate Food Services		
I. Safety/Security		
J. Patient Support Services		
<b>2. Resident Appointment</b>		
A. Resident Appointment Issues		
<b>3. Program Personnel &amp; Resources</b>		
A. Qualifications of Program Director		
B. Responsibilities of Program Director	1	P
C. Qualifications of Faculty		
D. Responsibilities of Faculty	4	FM, ORS, P

E. Other Program Personnel		
F. Resources	4	ORS, P
4. The Education Program		
C. Progressive Resident Responsibility		
D. ACGME Competencies		
D.1. Patient Care		
D.2. Medical Knowledge		
D.3. Practice-based Learning and Improvement		
D.4. Interpersonal and Communication Skills		
D.5. Professionalism	1	P
D.6. Systems Based Practice		
E. Educational Program - Didactic Components	1	P
F. Educational Program - Patient Care Experience	2	FM
G. Educational Program - Procedural Experience	1	OBG
H. Service to Education Imbalance		
I. Scholarly Activities	1	ORS
J. Supervision	2	OBG, P
K. Learning and Working Environment		
K.1. 80 Hours per week		
K.2. 1 day in 7 free		
K.3. Minimum Time Off Between Scheduled Duty Periods		
K.4. Maximum Duty Period Length		
K.5. In-House Call Frequency		
K.6. Moonlighting		
K.7. Other		
K.8. Oversight		
K.9. Culture of Professional Responsibilities		
K.10. Transitions of Care	1	P
K.11. Maximum Frequency of In-House Night Float		
K.12. At-Home Call		
K.13. Patient Safety		
K.14. Quality Improvement		
K.15. Well-Being		
K.16. Fatigue Mitigation		
K.17. Teamwork		

5. Evaluation		
A. Evaluation of Residents	2	P
A.1. Evaluation of Patient Care		
A.2. Evaluation of Medical Knowledge		
A.3. Evaluation of Practice-based Learning/Improvement		
A.4. Evaluation of Interpersonal/Communication Skills		
A.5. Evaluation of Professionalism		
A.6. Evaluation of Systems-based Practice		
B. Evaluation of Faculty	1	ORS
C. Evaluation of Program		
D. Performance on Board Exams	2	IM, OBG

## Institutional Action Plans

### 2017 – 2018 Institutional Action Plans

Action Item	Description	Goal	Status	Target
Leadership development	Need for permanent leadership in OB-GYN (chair).	DIO assist the Dean in planning, recruiting, and selection. New chair and Program Director in place.	Complete	January 2016
GME Summit	Engage dean, department chairs, hospital leaders, and community leaders in how GME can impact the health of the region.	Provide leaders across constituencies with the background of GME, current status, examples of engagement, and possibilities for expansion.	Complete	March 2016
Explore potential for program expansion	BRMC has voiced interest in looking to expand programs. Both HVMC and BRMC have agreed to share funding a pulmonary/critical care fellowship position. Continued discussion will occur with Wellmont about program expansion.	Continue dialog with BRMC leadership around position planning	Complete	October 2016
Program Self-studies	Assist programs in implementing their new self-study protocols.	Participate as possible in the pilot self-study process. Have programs implement a process, focusing on the aims of the program and the program's environment.	Complete	December 2016
Resident Education Series	Identify needs and develop programs for institution-wide educational events for residents and fellows. Plan for video	Create new resident lecture series event hosted by GME Office, planning for roll out on quarterly basis. Video	Complete	February 2017

	archiving sessions for trainees unable to attend live.	recordings posted online for easy access by trainees.		
Leadership development	Need for permanent leadership in internal medicine (chair). Mentoring and assisting program directors.	DIO assist the Dean in planning, recruiting, and selection	<b>Complete</b>	<b>January 2017</b>
Data about practice habits	All programs have difficulty in obtaining both attending and resident performance data from the hospitals for review. CRIMSON system implemented at JCMC in Fall 2015 With creation of merged health system Ballad, planning for single EHR and data system.4	Continue discussions with college and hospital leadership on improving data sharing.	<b>Progressing – to be carried forward</b>	<b>February 2018</b>
Evaluation confidentiality and use in improvement	Concerns about confidentiality of surveys is improved. Concerns still exist about using evaluations to improve.	Continue program level discussion about APE, use of survey data, and the cycle of improvement within educational programs.	<b>Progressing – to be carried forward</b>	<b>February 2018</b>
Position planning	MSHA – position cuts on hold for 2015-16 with review of department cost savings Wellmont – position reductions completed with 2015-16 plan MSHA – position cuts remain on hold for 2016-17 Need for continued discussion about program expansion as Ballad merger comes to fruition	Continue negotiations on mitigating cuts to programs and potential for expanding select programs across the two systems.	<b>Progressing – to be carried forward</b>	<b>February 2018</b>
Continued review of CLER, engaging hospitals and leadership	Second CLER visit completed in October 2015 Both ACGME faculty and resident surveys indicate that resident involvement in QI and patient safety initiatives are a concern.	Continue improvements at HVMC with engaging residents in hospital QI and patient safety initiatives	<b>Progressing – to be carried forward</b>	<b>February 2018</b>
Faculty development	Need for expanding central GME faculty development around teaching and evaluation. Noted trainee survey results related to program improvement, service vs. education, and scholarly activity. Continue.	Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs	<b>Progressing – to be carried forward</b>	<b>February 2018</b>
Research	APE action plans and ACGME faculty and resident surveys indicate the need for increased opportunities for scholarly activity. Continue.	Monitor program specific goals. Assist in creating new opportunities in the hospital, especially related to QI and safety	<b>Progressing – to be carried forward</b>	<b>February 2018</b>

GME policy review	Next round of policies for review in this cycle according to the policy on policies. Continue cycle review	Continued GMEC review of all policies including special attention to improving unsatisfactory performance and due process procedures.	<b>Progressing – this is an ongoing process, every five years</b>	<b>May 2018</b>
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## 2018 – 2019 Institutional Action Plans

Action Item	Description	Goal	Status	Target
Hospital Billing	GME to use the New Innovation Program to bill hospitals for resident/fellow monthly salaries & benefits	Currently working with Ballad in implementing the new process. Will begin working with the VA	Progressing	July 2019
Resident/fellow salaries & benefits	To work with hospital partners to reach at least the mean GME salary for residents/fellows in the southern region as reported by the AAMC	Currently asking for a 3% increase in resident salary and benefits for the upcoming academic year 2019 – 2020	Progressing	July 2020
Resident as Teachers	Conduct resident as teachers workshops for all first year residents	Conduct the first annual resident as teachers workshop in the spring of 2019	Progressing	April 2019
Accreditation subcommittee	Begin meeting to review all accreditation issues	The committee will review all accreditation issues and bring monthly report to GMEC	Progressing	July 2019
Wellness curriculum	Develop and present wellness curriculum	Develop curriculum to be presented annually to residents	Progressing	July 2019
Data about practice habits	All programs have difficulty in obtaining both attending and resident performance data from the hospitals for review. CRIMSON system implemented at JCMC in Fall 2015 With creation of merged health system Ballad, planning for single EHR and data system.4	Continue discussions with college and hospital leadership on improving data sharing.  Have an increase in the 2018 – 2019 resident survey compliance in this area	Progressing	July 2019
Faculty development	Need for expanding central GME faculty development around teaching and evaluation.	Office of GME to design and implement ongoing series, explore opportunities with Office of Academic and Faculty Affairs	Progressing	July 2019
Addition of Addiction Medicine Fellowship	Develop Addiction Medicine Fellowship.	ACGME accredited fellowship with two fellows.	Progressing	First fellows July 2020



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 22, 2019

ITEM: THEC Quality Assurance Funding Results and Overall Impact to ETSU

COMMITTEE: Academic and Student Affairs Committee

PRESENTED BY: Mike Hoff  
Associate Vice President/Chief Planning Officer

Dr. Hoff's presentation outlines the university's performance on metrics the Tennessee Higher Education Commission uses to assess the performance of higher-education institutions. This assessment is tied to approximately 5% of the overall state appropriation for the institutions. This presentation focuses on the performance assessment for academic year 2017-18. This is the third year of the new Quality Assurance Calendar. ETSU received 91 points for the 2017-18 assessment, the highest total this assessment cycle and an annual increase of 5 points over 2016-17. This increase is the result of sustained efforts with program quality improvements, student satisfaction, and a focus on at-risk populations.

# ETSU Quality Assurance Funding Review

A report to the Academic and Student Affairs  
Committee of the ETSUBT  
2.15.2019

Mike Hoff



## Overview

ETSU Points Earned Per Year						
	Points Available	2015/16	2016/17	2017/18	2018/19	2019/20
General Education Assessment	15	15	15	15		
Major Field Assessment	15	13	14	13		
<b>Academic Programs</b>						
Accreditation	5	4	4	4		
Non-Accreditable, Undergraduate	10	5	8	8		
Non-Accreditable, Graduate	10	8	8	8		
Satisfaction Studies	10	10	8	10		
Adult Learner Success	10	10	10	9		
Student Access and Success	25	23	19	24		
<b>TOTAL</b>	<b>100</b>	<b>88</b>	<b>86</b>	<b>91</b>		



## General Education Assessment

- **Points Available:** 15
- **Purpose:** This standard is designed to provide incentives to institutions for improvements in the quality of their undergraduate general education program as measured by performance of graduates on an approved standardized test of general education.

	2015/16	2016/17	2017/18	2018/19	2019/20
Institution Mean	17.2	17.3	17.4		
National Mean	17.1	16.2	16.2		
Difference	0.1	1.1	1.2		
% Institution to National Mean	101%	107%	107%		
Points Awarded	15	15	15		



## Major Field Assessment

- **Points Available:** 15
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of major field programs as evaluated by the performance of graduates on approved examinations.

	2015/16		2016/17		2017/18		2018/19		2019/20	
Program Type	N	Points	N	Points	N	Points	N	Points	N	Points
Licensure	6	13	6	14	6	13	6		6	
Non-Licensure	4		5		5		4		5	



## Academic Programs

- **Points Available:** 25
- **Purpose:** This standard is designed to provide incentives for institutions to achieve and maintain program excellence and accreditation.

Evaluation of Standards						
Programs (Level)	Points Available	2015/16	2016/17	2017/18	2018/19	2019/20
Undergraduate	10	5	8	8		
Graduate	10	8	8	8		
Accreditable	5	4	4	4		



## Institutional Satisfaction Studies

- **Points Available:** 10
- **Purpose:** This standard is designed to provide incentives for institutions to improve the quality of their undergraduate programs as evaluated by surveys of undergraduate students, recent graduates, and faculty.

Cycle Year	Satisfaction Study	Points Earned
2015/16	National Survey of Student Engagement (NSSE)	10
2016/17	Faculty Survey of Student Engagement (FSSE)	8
2017/18	PEG Alumni Study & NSSE/FSSE Qualitative Analysis	10
2018/19	National Survey of Student Engagement (NSSE)	
2019/20	Comprehensive Satisfaction Study Report	



# Adult Learner Success

- **Points Available:** 10
- **Purpose:** This standard is designed to incentivize institutions to qualitatively and quantitatively improve services for adult learners. This standard directs institutions to enhance the quality of adult student services in effort to increase the enrollment, retention, and completion of adult learners at the institution.

Adult Learner Success Scoring Indicators					
Cycle Year	Qualitative Indicators		Quantitative Indicators		Points Earned
2015/16	Self-Assessment	7 points	Graduates	3 points	10
2016/17	Action Plan	4 points	Retention	3 points	10
2017/18	Status Report	4 points	Graduates	3 points	9
2018/19	Status Report	4 points	Graduates	6 points	
2019/20	Comprehensive Report	4 points	Graduates	6 points	

**Action Plan Objectives:**

1. Provide adult learners with more accessible course options and programs of study.
2. Ensure adequate financial support is available for adult learners.
3. Establish a campus culture that is supportive of adult learners.



# Focus Populations

- **Points Available:** 25
- **Purpose:** This standard is designed to provide incentives for institutions to increase the number of graduates from select populations.

Focus Population	Points Available	Points Earned				
		2015/16	2016/17	2017/18	2018/19	2019/20
Health Programs	5	5	5	5		
Low Income	5	5	5	5		
Males	5	4	4	4		
STEM Undergraduate Degrees	5	4	3	5		
Veterans	5	5	2	5		



## Next Steps

- **General Education Assessment**
  - Encourage serious student participation and engage faculty with respect to teaching critical thinking
- **Major Field Assessment**
  - All licensure programs tested every year and four non-licensure programs (not previously tested) will participate in 2018/19
- **Academic Programs**
  - Encourage all accreditable programs to seek accreditation
  - Three undergraduate programs and four graduate programs will participate in program review (or academic audit) in 2018/19



## Next Steps

- **Institutional Satisfaction Studies**
  - National Survey of Student Engagement (NSSE)
- **Adult Learner Success**
  - Continue to track retention and graduation
  - Report on progress toward action plan objectives
- **Focus Populations**
  - Continue to identify and implement strategies that improve the probability of graduation for each population of focus



EAST TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MINUTES

February 22, 2019  
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 10:15 a.m. on Friday, February 22, 2019, 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. Board members in attendance were:

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

Guests in attendance included: Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. William Block, Dean, Quillen College of Medicine; Dr. William R. Duncan, Vice Provost for Research; Dr. Susan Epps, Professor, Allied Health Sciences; Dr. Bill Flora, President, Faculty Senate; Dr. Virginia Foley, Associate Professor, Educational Leadership and Policy Analysis; Dr. Mike Hoff, Associate Vice President for Institutional Research and Chief Planning Officer; Dr. Jeff Howard, Associate Vice President for Student Engagement; 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; Pam Ritter, Vice President, University Advancement; Dr. Don Samples, Dean, College of Clinical and Rehabilitative Health Sciences; Dr. Joe Sherlin, Vice President for Student Affairs; students Hashem Al Sadah and Aziz; Nathan Dugger, Deputy Secretary; and Ms. Jennifer Hill of University Relations (taking minutes).

III. Approval of the Committee Minutes from November 16, 2018

Trustee Alsop made a motion that the minutes of the November 16, 2018, meeting of the committee be approved and submitted. Trustee Golden seconded the motion and the minutes were unanimously approved.

IV. Recommend Bylaw Amendment: Name Change for the Committee

Chair Latimer recommended amending the Bylaws to change the name of the Academic and Student Affairs Committee to Academic, Research, and Student Success Committee to more accurately reflect the committee's responsibilities, particularly in light of the recent Ballad Health merger and the emphasis on student success. Following discussion, Trustee Ayers made a motion to approve the recommendation. Trustee Golden seconded the motion, and the recommendation was unanimously approved.

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

Dr. Bert Bach presented a recommendation to award tenure and the rank of full professor to David Atkins, who joined the university as Dean of University Libraries on Jan. 1, 2019, after serving as department head and professor of Branch Libraries and Collection Logistics at the University of Tennessee at Knoxville. Trustee Golden made a motion to approve the recommendation; this was seconded by Trustee Alsop and unanimously approved.

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

Dr. Bach presented a recommendation to award tenure and the rank of full professor to Dr. Jeff Snodgrass in the Department of Rehabilitative Health Sciences. Dr. Snodgrass came to ETSU from Milligan College, where he was Chair and Professor of the Department of Healthcare Administration and Occupational Therapy. Trustee Ayers made a motion to approve the recommendation; this was seconded by Trustee Golden and unanimously approved.

VII. Academic Action Notifications for the Period of August 1, 2018, through December 31, 2018

Dr. Bach presented a listing of academic actions submitted to the Tennessee Higher Education Commission (THEC), which included the establishment of a new



certificate program and new concentration and termination of older concentrations, name changes for programs/concentrations, program/concentration name changes, and change in the delivery mode of an existing program. He also presented a listing of academic action notifications to be submitted to the Board of Trustees. This listing primarily consists of updates to programs and changes in program admission requirements. Dr. Bach recommended approval of these notifications with the correction of one typographical error. No motion was required.

#### VIII. Graduate Medical Education's Annual Institutional Review, Executive Summary

In the absence of Dr. David Linville, Associate Vice President for Health Affairs, Mr. Nathan Dugger called the committee's attention to the executive summary in the meeting packet providing information on the Annual Institutional Review of Graduate Medical Education. He noted that this is presented to the Board for review as part of the accreditation component. Chair Latimer noted that committee members could review the report.

#### IX. THEC Quality Assurance Funding Results and Overall Impact to ETSU

Dr. Mike Hoff delivered a presentation (PowerPoint slides included in meeting packet) on ETSU's results in the THEC Quality Assurance Funding Review. He stated that faculty create quality, and ETSU is doing a better job as indicated by its highest numbers ever in the 2015-2020 review cycle, going from 88 points in 2015-16 to 91 in 2017-18. The university received high marks in all categories; ETSU remained at or above levels from the previous year in the general education assessment, academic programs, institutional satisfaction studies and focus populations, and was down one point each in the major field assessment and adult learner success categories. Dr. Hoff noted that in academic programs, the university is working to achieve accreditation on a couple of programs. He pointed out that in satisfaction studies, ETSU benefits from its partnership with its own Applied Social Research Laboratory and is able to conduct four surveys per year; the university used the PEG Alumni Survey, which surveys alumni of all generations, and ETSU's alumni affinity score is up two points and is only one point from the overall university average. In speaking of the adult learner success category, Dr. Hoff noted that while the male population does not persist to graduation as well as the female population, ETSU is going in a good direction and is looking at success initiatives that would help both adult learners and incoming freshmen. Dr. Hoff's presentation outlined next steps in all of the review categories. In discussion, Trustee Golden expressed concern about the traditional terminology of "adult learners," because all college-age students are adults. Trustee Alsop questioned whether the university had been impacted by the Tennessee Reconnect program, and Dr. Hoff replied that it had not; he stated that while there was initially a lot of interest in the program, it has not yet yielded the hoped for results.

## X. Other Business

### A. Agenda Items for Upcoming Meetings

Chair Latimer stated that two permanent agenda items for the committee going forward will be Strategic Discussion and Enterprise Risk Management (ERM). These agenda items will address matters assigned specifically to the committee.

Following discussion, it was also determined that agenda items on Academics, Research, and Student Success will be added in the future.

### B. Open Discussion

Chair Latimer opened the floor for general discussion. Some of the items discussed included:

- **Budget.** Trustee Alsop noted that the campus is waiting to see Gov. Bill Lee's budget to learn about possible capital outlay for such projects as a new humanities building and the Lamb Hall renovation, as well as funding for STEM initiatives.
- **Enterprise Risk Management.** Trustee Golden defined ERM as a deliberate assessment of the risks in each operational silo of an organization and a ranking of all the risks across those silos to determine the most important things on which to focus. He noted that the Audit Committee is driving this process for the Board, and the items coming out of it will be distributed among the committees. He commended the audit director and the university committee for their work in this process.  
Some of the ERM risk items this committee may address include student success, attraction and retention of qualified faculty and staff, and succession planning. In discussion that ensued regarding the funding required for staffing, Chair Latimer requested that Dr. William Block and Dr. Wilsie Bishop identify a point person who could provide regular reports to the committee regarding the vision, goals, strategy, metrics and timeline that would be established by the committee.
- **Communication.** Trustee Alsop noted that silos exist on campus, where those in one college or department are unaware of the exceptional programs and activities in another college/department. Chair Latimer and Trustee Golden also noted instances in which recent visits to campus by nationally known speakers did not receive mentions in some regional newspapers. Committee members questioned how to grow awareness of the excellent things happening on campus and what ETSU means to the region.
- **Research.** Chair Latimer said the committee needs to break down research and get a greater clarification and understanding of ETSU's grant activity. She stated that vision, goals, strategy, metrics and timelines are needed. Trustee Ayers suggested benchmarking ETSU's research activity against top

research institutions. Chair Latimer suggested partnerships with other universities and private industry.

- **Student Assessments of Instruction (SAIs).** In response to a question from Board Chair Scott Niswonger regarding student satisfaction measurements that were referenced in the presentation on THEC Quality Assurance Funding, Dr. Hoff noted that SAIs are administered at the end of each semester. Discussion ensued on the uses of the resulting SAI data.
- **Civics testing for graduating seniors.** Trustee Niswonger suggested that ETSU create and implement a civics test to be administered to seniors prior to graduation, similar to one required in the state of Florida.
- **Corporate partnerships.** Trustee Niswonger discussed corporate partnerships that have enabled other universities to expand academic programs and offset tuition, and suggested that similar efforts could take ETSU into the future.

There being no further business, Chair Latimer adjourned the meeting at 11:35 a.m.

Respectfully submitted,



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David Linville  
Secretary of the Board of Trustees

Approved by the Board of Trustees at its April 26, 2019 meeting.