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2022 September 16 - Board of Trustees Agenda and Minutes

Board of Trustees, East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
SEPTEMBER 2022 MEETING

1:30–3:30 p.m. EDT   East Tennessee Room
Friday   D.P. Culp Student Center
September 16, 2022   412 J.L. Seehorn Road
                                                    Johnson City, TN

ORDER OF BUSINESS

XII.   Community Update and Discussion – *Noland* (20 minutes)

XIII.   President's Report – *Noland* (30 minutes)

XIV.   Other Business

 XV.   Executive Session
        A.   Discuss pending legal action (if necessary)

XVI.   Adjournment

EAST TENNESSEE STATE
UNIVERSITY BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of the Minutes from April 22, 2022

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
                                     Board Secretary

The minutes of the April 22, 2022 meeting of the Board of Trustees are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the April 22, 2022 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

April 22, 2022
Johnson City, Tennessee

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

I.   **Call to Order**

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

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

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

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

II.   Roll Call

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

Trustees present were:

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

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

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

IV. Approval of Minutes from February 18, 2022

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

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

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

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

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

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

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

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

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

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

VII. Report from the Audit Committee

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

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

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

VIII. **Consent Agenda**

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

IX. **ETSU Center for Rural Health Research Update**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

XI.   President's Report

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

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

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

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

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

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

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

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

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

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

XII. **Action Item: Resolution of Appreciation for Ms. Kara Gilliam**
The Board adopted a resolution of appreciation to Ms. Kara Gilliam, Student Trustee.

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

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

XIII. Action Item: Student Trustee Selection

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

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

XIV. Other Business

No other business was discussed.

XV. Executive Session

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

XVI. Adjournment

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: September 16, 2022

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
                             Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion.

Full information about each item on the consent agenda is provided in the meeting materials.

As stipulated in the Bylaws, any Trustee may remove an item from the consent agenda by notifying the Secretary prior to the meeting. Before calling for a motion to approve the consent agenda, the Chair or Vice Chair (or the applicable senior Trustee in their absence) shall announce any items that have been removed from the consent agenda and ask if there are other items to be removed.

Requests for clarification or other questions about an item on the consent agenda must be presented to the Secretary before the meeting. An item will not be removed from the consent agenda solely for clarification or other questions.

MOTION: I move for the adoption of the Consent Agenda.

> **RESOLVED: The Board of Trustees adopts the Consent Agenda as outlined in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of the Minutes from April 22, 2022

COMMITTEE: Academic, Research, and Student Success Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
                                  Board Secretary

The minutes of the April 22, 2022 meeting of the Academic, Research, and Student
Success Committee are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the April 22, 2022 meeting of the
> Academic, Research, and Student Success Committee is omitted, and the minutes
> are approved as presented in the meeting materials, provided that the Secretary is
> authorized to make any necessary edits to correct spelling errors, grammatical
> errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

MINUTES

April 22, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, April 22, 2022, at 8 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I.   Call to Order

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

II.   Roll Call

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

Additionally, Dr. Green stated that because a trustee is participating remotely, any votes must be taken by roll call. Committee members present were:

  Trustee Charles Allen
  Trustee Virginia Foley
  Board Chair Dr. Linda Latimer
  Trustee Melissa Steagall-Jones
  Committee Chair Janet Ayers (participated remotely)
  Absent: Student Trustee Kara Gilliam

Dr. Green reported to the committee chair that a quorum was present. In addition to the committee members, Trustees Steven DeCarlo and Dorothy Grisham participated in the meeting.

III. Approval of the Academic, Research, and Student Success Committee Minutes from February 18, 2022

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

IV. Promotion and Tenure of Faculty Members

Provost Kimberly McCorkle presented the recommendation for faculty candidates for tenure and promotion. In total, 65 faculty were presented for consideration. This included 33 faculty members who were recommended for tenure; 37 who were recommended for promotion to Associate Professor; and 20 who were presented for promotion to Professor. The committee voted to approve the staff recommendation to award tenure and promotion to the faculty members presented for consideration, with Trustee Foley making the motion and Trustee Steagall-Jones seconding the motion. The motion passed unanimously after a roll call vote.

V. Academic Action Notification for Period of August 1, 2021, through December 31, 2021

Provost McCorkle provided an overview of academic activities from August to December 2021. During this time, the curriculum review processes at the university assessed and approved 31 curriculum actions. All notifications within this period have been sent to THEC.

VI. ETSU Ballad Health Strong BRAIN Institute – Project Status Report

Dr. Wallace Dixon, Founding Director of the Strong BRAIN Institute (SBI), provided an overview of the activities of the Strong BRAIN Institute at Ballad Health. Dr. Dixon's presentation provided a detailed look at adverse childhood experiences (ACEs), which include abuse, neglect, and household dysfunction. He also discussed the effects of adverse childhood experiences on opportunities, behaviors, and physical and mental health. The SBI aims to promote awareness and support for the research of ACEs, as well as the development and dissemination of evidence-based practices that prevent, reduce, or mitigate the harmful effects of ACEs.

Funded through a 5-year gift from Ballad Health, the SBI is currently engaged with several statewide and regional projects and partnerships, including:

- The State Department of Health Office of Injury Prevention has contracted with the SBI to develop a state template for recognizing trauma-informed workplaces.
- The institute offers free level one micro-credential training for the public.
- The SBI is developing a 30-hour professional certificate program.
- The Gatton College Culture of Resilience Project provides training to the College of Pharmacy's administration, faculty, and staff in building a resilient culture to increase understanding of ACEs adversity.
- The Clemmer College Culture of Resilience Project strengthens participants' understanding of ACEs and trauma-informed behaviors for faculty, staff, and students. K-12 mentors receive free training in compassionate teaching.
- The SBI is the lead institution for a national affiliation group known as the CURE, Colleges and Universities for Resilience working group.

Committee topics of discussion included:

- Dr. Latimer inquired about the distribution and education efforts for of K-12 professionals already working in the field, such as principals or guidance counselors, as well as those able to identify adverse childhood experiences in younger children. Dr. Dixon mentioned that the State of Tennessee has its own trauma-informed schools initiative, Project AWARE. Project AWARE is working directly with Tennessee school systems and is collaborating with the SBI as a stakeholder in developing best practices for workplaces.
- Trustee Virginia Foley praised the Strong Brain Institute for providing the region with free micro-credential training. She noted that the Superintendent's network had been informed of the trauma-informed training, and many schools are taking advantage of the program.
- Committee Chair Ayers requested that Dr. Dixon share the Level 1 Micro-Credential Training link with the Board members. She wants to ascertain how this training can be disseminated to pediatricians' offices, daycare centers, scout troops, and other local organizations.
- President Noland provided background on the conceptualization of the Strong BRAIN Institute, noting that Dr. Dixon and a group of campus scholars formed an interdisciplinary workgroup to look into the idea of resilience in the context of increasing retention and persistence rates. When this information was presented to ETSU's senior management and college deans, they gained insight and appreciation of what ETSU's students were experiencing. The dissemination of these concepts to Ballad Health resulted in a $1 million grant and the formation of the institute's foundation.

VII. Alternative Spring Break

Dr. Joe Sherlin and Ms. Joy Fulkerson provided an overview of Alternative Breaks, a student success initiative at the university. The presentation included highlights of the program, which allows students to travel to remote locations during university breaks to explore social justice issues and participate in service projects. These opportunities help students build meaningful connections with faculty, staff, and peers while enhancing their personal growth. This past spring, students traveled to Memphis, looking at food security and sustainability; New Orleans, looking at education and youth development; Nashville, looking at health care access; and Danville, Kentucky looking at alcohol and substance abuse.

Trustee Steagall-Jones believes this initiative can significantly alter the lives of ETSU's students and has high hopes for its expansion. She prompted the committee to consider how these students could impact this region, the nation, and the world.

VIII. Committee Discussions

Committee Chair Ayers requested periodic updates on the implementation of ideas and initiatives discussed during committee sessions, noting the committee's interest in regional economic growth.

IX. Other Business

No other business was brought before the committee.

X. Adjournment

The committee was adjourned with Trustee Virginia Foley making the motion and Trustee Melissa Steagall-Jones making the second.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of the Minutes from April 22, 2022

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Adam Green
                               Board Secretary

The minutes of the April 22, 2022 meeting of the Finance and Administration Committee are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the April 22, 2022 meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

MINUTES

April 22, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, April 22, 2022, at 9:20 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I.   Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 9:20 a.m.

II.   Roll Call

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

Committee members present were:

Trustee Charles Allen
Trustee Dorothy Grisham
Board Chair Dr. Linda Latimer
Committee Chair Steve DeCarlo
Absent: Trustees Ron Ramsey and Kara Gilliam

III.   Approval of the Finance and Administration Committee Minutes from February 18, 2022, and March 30, 2022

The minutes from February 18, 2022 and March 30, 2022, were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV.   Action Item: Approval of Extension of Fixed Price for Online Masters in Criminal Justice and Criminology

Interim Dean for the College of Arts and Sciences, Dr. Joe Bidwell, presented information regarding ETSU's online Master of Arts in Criminal Justice and Criminology. The Board of Trustees approved a fixed-price model for the fully online Master of Arts in Criminal Justice and Criminology Program in 2018.

Dr. Bidwell requested approval from the Committee to extend the fixed price model of $550 per credit hour for new students entering the program in AY22-23, AY23-24, and AY24-25, stating that the additional three years will allow the program to grow and maintain its established success.

The request for an extension of a fixed price model for the Online Master of Arts Degree in Criminal Justice and Criminology AY22-23, AY23-24, and AY24-25 was approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

V. Action Item: Approval of Tuition Rate for High School Dual Enrollment Students

Dr. Heather Levesque, Director of Undergraduate Admissions, and Ms. Elizabeth Graham, Assistant Director for Dual Enrollment, requested Board approval of ETSU's revised dual enrollment tuition. This increase will allow students to increase their number of free classes from two to four. The current tuition rate is $166 per credit hour. Undergraduate Admissions proposed that the university increase the fee to $181 per credit hour to match the state-afforded grant funds for the first four classes. This increase aligns with actions taken by the Tennessee Legislative Session in December 2021. Lawmakers passed SB 482 and HB 752, which increased the grant award for students participating in dual enrollment.

The proposal to increase the tuition rate to $181 per credit hour for high school dual enrollment students was approved as submitted, with Trustee Dorothy Grisham making the motion and Trustee Charles Allen seconding the motion. The motion passed unanimously.

VI. Action Item: Approval of Spring Estimated and July Proposed Budgets

Dr. B.J. King, Chief Financial Officer, presented for approval the spring 2021-2022 estimated budgets and the July 2022-2023 proposed budgets for one formula-funded unit (Main Campus), two non-formula units (Quillen College of Medicine and Family Medicine), and one self-funded unit (Gatton College of Pharmacy).

The budgets for the main campus were included on page 17 of the agenda materials. Items of note and aspects considered when preparing the spring estimated and July proposed budget include:

Main Campus: The Main Campus budget is balanced and within available resources. It includes a projected enrollment decline of 350 students. Revenues are projected to increase by $4.6 million, with increases in state appropriations offset by enrollment decline and flat tuition. Scholarships are reduced with the reset of out-of-state tuition and the elimination of guaranteed out-of-state scholarships. Debt service is decreased with bond refunding. Total expenditures and transfers of $276 million are included in the July budget.

Quillen College of Medicine: State appropriations are increasing by $6 million to support salary and operations. The budget includes a fee increase and a fee reset, which was approved at the February 2022 Board of Trustees meeting. Expenditures are increasing across all functions due to the proposed salary pool and operational expenses. The college position count has risen due to the addition of two to three faculty positions, three rural health positions, and two professional support positions. The budget is balanced and within available resources.

Family Medicine: State appropriations for salaries and operations are increasing with a corresponding increase in expenditures across all programs. Three faculty positions in Family Medicine have been eliminated, with the College of Medicine absorbing them. A new nurse position has been requested at the Johnson City Family Medicine Clinic. The budget is balanced and within the limits of available funds.

Gatton College of Pharmacy: The revenue budget is down due to a decrease in enrollment. Most expenditure categories are experiencing a corresponding decrease. Previously empty faculty positions have been eliminated, corresponding to the decline in enrollment. Those positions were unfilled; there has been no faculty turnover.

The 2021-2022 spring estimated and July 2022-2023 proposed budgets were unanimously approved as submitted, with Trustee Dorothy Grisham making the motion and Trustee Charles Allen seconding the motion.

VII.   **Quarterly Financial Report**

Dr. King presented the Quarterly Financial Reports as an informational item summarizing financial activities through February of fiscal year 2021-2022. Unrestricted E&G fund revenues are primarily driven by state appropriations. College

of Pharmacy tuition revenues are down due to a decrease in enrollment. Grants and contracts are up due to gifts from BlueCross BlueShield of Tennessee for the BlueSky Tennessee Institute program and an equipment gift in kind. College of Medicine funding for the medical resident participation agreements has increased. Other revenue sources and auxiliaries are up due to students being back on campus, athletic operations, and general activities across campus.

The report of Unrestricted E&G Expenditures shows salaries and benefits expenditures are down across all units, influenced by retirement incentives during the prior year. The College of Pharmacy's expenditures have been reduced to match its lower revenues. Scholarships declined due to the out-of-state tuition and scholarship reset, and operational expenses have risen due to increased campus activities. Restricted Fund expenditures are up with the HEERF expenditures and transfers to Unrestricted and Auxiliary Funds. Scholarship expenditures increased due to HEERF student emergency grants.

As an information item for the Committee, Dr. King provided a summary of the HEERF funding. To date, the university has received and distributed the sum of $26,940,829. All student emergency grant funds awarded to the university have been distributed to students. The university has received a total of $33,330,936 in institutional awards and has drawn down $28 million. A drawdown is available in the amount of $5 million in institutional funds. There is also $1.7 million available to draw down from Strengthening Institutional Performance (SIP) Funds. The deadline to deplete the remaining balance of $6.8 million is June 30, 2023.

VIII. **Quarterly Report of Agreements $250,000 or Greater**

Ryan Roberts, Procurement and Contracts Manager, presented the Quarterly Reports of Agreements $250,000 or Greater for January 2022 through March 2022. A detailed report included the following contracts and purchase orders:

- Tri-Cities Regional Emergency Physicians, PC July 1, 2021 to June 30, 2025 $536,000/4 years
- Elsevier January 1, 2022 to December 31, 2024 - $1,733,734/3 years
- Huron Consulting Services February 23, 2022 to February 23, 2023 $423,000

RFI/RFPs – in-process and upcoming include:

- ERP Deployment Partner – ITS ERP

- Trademark Licensing – University Counsel/Marketing

IX. Action Item: Capital Budget Submittals and Disclosures

Mr. Jeremy Ross, Chief Operating Officer, provided an update on the Housing Capital Project and the Tennessee State School Bond Authority (TSSBA) application. Staff provided an overview of the scope of the project, total bonding amounts, and the expectation for rate increases. Along with occupancy rates, updates to the Board included information on the current proforma basis, which includes no current year rate increases to service the debt. A rate increase of three percent per year throughout the project is included for 2024, 2025, and 2026. The presentation indicated that adjustments may be made in the future depending on market conditions, and the Board's flexibility will allow staff to respond to changing market conditions.

The Capital Budget Submittals and Disclosures were approved as submitted, with Trustee Charles Allen making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

X. Other Business

There were no other business items to discuss.

XI. Adjournment

Committee Chair Steve DeCarlo adjourned the meeting at 10:20 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of the Minutes of April 22, 2022

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

The minutes of the April 22, 2022 meeting of the Audit Committee are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the April 22, 2022 meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

April 22, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, April 22, 2022, at 10:47 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I.   Call to Order

Committee Chairperson Melissa Steagall-Jones called the meeting to order at 10:47 a.m. The meeting was initially slated to convene at 11:30 a.m. but was able to begin earlier due to the early adjournment of the Finance and Administration Committee meeting.

II.   Roll Call

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

Committee members present were:

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

III.   Approval of the Audit Committee Minutes from February 18, 2022

The minutes from February 18, 2022, were approved as submitted, with Board Chair Dr. Linda Latimer making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV.   Annual Review of Charters

Chief Audit Executive Rebecca A. Lewis, CPA, presented three Charters, which were included in the agenda materials, to the Audit Committee for their annual review including:

- Audit Committee Charter
- Internal Audit Charter
- Compliance Charter

Ms. Lewis noted that Internal Audit had reviewed the three Charters and determined that no revisions were required.

The Audit Committee made no proposals for Charter amendments.

V.   Annual Review of Policies

In accordance with the Audit Committee Charter, the Audit Committee must annually review its Internal Audit Policy and its Preventing and Reporting Fraud, Waste, and Abuse Policy. Both policies were included in agenda materials.

The Committee had no queries or reservations about these policies and did not suggest any changes.

VI.   Action Item: Revisions to the FY 2021-2022 Audit Plan

Ms. Lewis requested approval for the following additions to the audit plan for fiscal year 2021-2022.

- Guest and Group Housing **–** An audit of guest and group housing was requested by management.
- FWA 22-05 – Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.
- FWA 22-06 **–** Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Ms. Lewis also requested approval for the following deletions from the audit plan for fiscal year 2021-2022.

- Football – Internal Audit is adjusting the process for completing audits within the Athletic Department. Rather than conducting an audit at the end of a head coach's tenure, Internal Audit will review a specific risk area and conduct the audit across all sports on an annual basis.
- NCAA Compliance – This audit was removed in order to add the Group and Guest Housing Audit.

The requested revisions to the audit plan were approved as submitted, with Trustee Dorothy Grisham making the motion and Board Chair Dr. Linda Latimer seconding the motion. The motion passed unanimously.

VII. Audit Investigations Performed February 2022 through March 2022

Ms. Lewis provided an overview of the audits and investigations completed from February 1, 2022 to March 31, 2022 including:

- Men's Soccer Expenditures within the Department of Intercollegiate Athletics

- Provost/Senior Vice President for Academics was conducted by Internal Audit personnel in accordance with the Annual Audit Plan.
  - At the request of Administration, the Office of Internal Audit conducts an audit of a randomly selected executive-level administrator annually.

- Center of Excellence in Math and Science Education (CEMSE)
  - This audit was conducted at the request of the Clemmer College Dean due to structural changes within the Center.

Between February 1 and March 31, 2022, one investigation was conducted. The investigation memorandum was included in the agenda materials on page 41.

VIII. Recommendation Log Status as of March 31, 2022

A copy of the Recommendation Log as of March 31, 2022, was provided for the Committee's review on page 44 of the agenda. Per Ms. Lewis, it appears that management has taken appropriate actions to correct those deficiencies recorded on the log.

IX. Quality Assurance and Improvement Program

State law mandates that the Office of Internal Audit adhere to the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors (IIA). The IPPF requires Internal Audit to maintain an active Quality Assurance and Improvement Program (QAIP) that includes periodic self-assessments and external assessments. Every five years, the IPPF mandates an external assessment by a qualified, independent assessor or assessment team from outside the organization. The acceptable methods for an external evaluation include a full external assessment or a self-assessment with independent validation. The self-assessment with external

validation is the most common and cost-effective means of completing the required external assessment. Members of the International Association of College and University Auditors (ACUA) frequently volunteer as external assessors, requiring just travel expenses for the week-long site visit. The previous external evaluation, a self-assessment with ACUA validation, was completed in August 2018, coinciding with the formation of the Board of Trustees. This evaluation was performed outside of the normal audit cycle to allow the newly formed Board to assess the depth, breadth, and scope of the Office of Internal Audit. The subsequent external evaluation will take place in August 2023. In addition to the external evaluation, the Office of Internal Audit usually conducts a self-evaluation in the middle of the five-year period.

X. Review of Audited Financial Statements from the Comptroller of the Treasury

Dr. B.J. King, Chief Financial Officer for Business and Finance, provided an overview of Audited Financial Statements from the Comptroller of the Treasury. The Tennessee Comptroller of the Treasury, Division of State Audit, issued a final Financial and Compliance Audit Report of ETSU's financial statements for the fiscal year ending June 30, 2021. The audit report in its entirety was included immediately following page 54 of the agenda. An exit conference with the Division of State Audit was held on January 27, 2022; participants met both in person and via Zoom. Dr. B.J. King, Chief Financial Officer, noted that the independent auditor's report was issued with unmodified opinions.

There were no questions or discussions following Dr. King's presentation.

XI. Other Business

There were no additional discussions.

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

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

XIII. Adjournment

The meeting adjourned at the conclusion of the Executive Session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Recommendations for Tenure upon Appointment

COMMITTEE: Academic, Research, and Student Success

RECOMMENDATION: Approve

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

The University awards tenure to faculty whose professional abilities and accomplishments warrant the degree of permanence afforded by academic tenure. Faculty rank recognizes the past achievements of a faculty member and expresses confidence in their capability of even greater accomplishments and increased levels of responsibilities that support the mission of the University.

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

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

September 16, 2022

Adam Green, EdD
Secretary to ETSU Board of Trustees

Dr. Green,

I recommend the Board of Trustees award the appropriate faculty rank and tenure upon appointment to the individuals whose accomplishments are described below.

Recommended for Tenure upon Appointment

Dr. Walid Alali — Biostatistics & Epidemiology
College of Public Health

Dr. Walid Alali was appointed to the faculty in Biostatistics & Epidemiology in the College of Public Health on September 1st, 2022. This recommendation for Dr. Alali's tenure at the rank of Associate Professor is presented with the full support of the Biostatistics & Epidemiology faculty, the department chair, the college dean, and the provost. Dr. Alali comes to ETSU from Kuwait University where he held the rank of Associate Professor. Dr. Alali's research interests are in the field of epidemiology of infectious diseases including antimicrobial resistance and food safety. He has published 70 peer-reviewed papers and is the author of three book chapters. Dr. Alali earned a M.S. in Epidemiology from Kansas State University and a Ph.D. in Epidemiology from Texas A & M University. In addition to the Ph.D., Dr. Alali also earned a Doctor of Veterinary Medicine degree from Jordan University of Science and Technology. Dr. Alali has also earned a number of awards including the University of Georgia's Creative Research Medal Award and the Larry Beuchat Young Researcher Award presented by the International Association for Food Protection.

Ms. Elizabeth Blair Jones — Sherrod Library
University Libraries

Ms. Elizabeth Blair Jones will be appointed Associate Dean for Services, Technologies, and Collections in Sherrod Library effective September 26th, 2022. This recommendation for Ms. Jones's appointment with tenure at the rank of Associate Professor is presented with the full support of the faculty, the library dean, and the provost. Ms. Jones holds a Master of Library Science Degree from North Carolina Central University. She also earned a B.A. in Psychology from the University of West Georgia. Ms. Jones come to ETSU from the University of Louisiana at Lafayette where she held the rank of Assistant Professor and served as Assistant Dean of

Public Services for more than 5 years. Ms. Jones is the author of five peer-reviewed journal articles and has authored a number of book reviews and Reference Works entries. She was awarded "Article of the Year" in 2019 by the Louisiana Library Association. She also has exceptional performance reviews in teaching and a strong record of service to the profession and to the college and university where she was employed. has served on numerous university committees and for two years she served as an abstract reviewer for the Council on Undergraduate Research, National Council on Undergraduate Research.

Dr. Holly Wei   **Graduate Nursing**
College of Nursing

Dr. Holly Wei was appointed Associate Dean for Research and Scholarship in the College of Nursing on August 29th, 2022. This recommendation for Dr. Wei's appointment with tenure at the rank of Professor is presented with the full support of the faculty, the associate dean for graduate nursing, the college dean, and the provost. Dr. Wei comes to ETSU from the University of Louisville School of Nursing where she served as Professor and Assistant Dean for the PhD program. Dr. Wei holds a B.S.N. from North Carolina Central University. She earned an M.S.N. and Ph.D. in Nursing from the University of North Carolina at Chapel Hill. In addition to having more than 15 years of experience as a clinician and nurse researcher, Dr. Wei has an impressive record of scholarship, teaching and service. She has won more than 20 honors or awards including Nurse Educator of the Year from the North Carolina Nurses Association, the Leininger Caring Culture Award from the International Association for Human Caring, and was appointed to the Fellowship for the Bluegrass Academic Leadership Academy. Dr. Wei is the co-author of three textbooks and 3 book chapters. She has published 48 peer-reviewed articles and her work has appeared in the International Journal of Nursing Sciences and the Journal of Nursing Management. Her work has been cited more than 1300 times. In addition to her impressive scholarship, she has a strong service record. Her service includes contributions to Advances in Nursing Science, the Association of Leadership Science in Nursing, and the North Carolina Nurses Association.

I am honored to recommend for tenure the faculty named in this letter.

Sincerely,

Brian Noland
President

Copies:

Kimberly D. McCorkle, Provost
Human Resources

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of Dual Enrollment Tuition and Fee Adjustment

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Heather Levesque
                               Director of Undergraduate Admissions

During the April 2022 Board Meeting, the ETSU Board of Trustees approved an increase of the Dual Enrollment fee to $181 per credit hour. This increase matched the grant funds provided by the State through the Tennessee Student Assistance Corporation (TSAC) and allowed the first four classes taken to be free to students. In June 2022, with the passage and enactment of the HOPE Expansion Bill, the Dual Enrollment Grant covers the cost of five (5) courses beginning in the 2022-23 academic year. The award amount for those five (5) courses will be $538.65.

This award amount represents $513 in tuition plus a Dual Enrollment Access Fee of 5% ($25.65) as outlined in the bill. This legislation decreased the maximum amount of funding for the Dual Enrollment Grant. ETSU had raised tuition with the assumption that students would pay $543 per class. With the passage of the HOPE Expansion Bill, students are only paying $538.65 per class. This left a difference of $4.35 that students would have to pay for each 3-credit hour course. To meet the immediate need, an institutional scholarship was created to cover the $4.35 difference. Staff requests Board approval to align tuition with the Dual Enrollment Grant.

		Proposed		
	Current Rate	Tuition	Fee	Proposed Rate
Grants 1-5	$543	$513	25.65	$538.65

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

> **RESOLVED: The proposed adjustment in tuition for Dual Enrollment courses is approved as presented in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of Delegation of Authority for Dual Enrollment
                               Tuition and Fee Adjustments

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Heather Levesque
                               Director of Undergraduate Admissions

Staff seeks Board approval for the delegation of authority to modify dual enrollment tuition and fees at the institutional level when Tennessee Student Assistance Corporation (TSAC) makes a change that would impact the state funding rate. Such action would be made at the recommendation of the Office of Undergraduate Admissions and approved by the University President.

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

> **RESOLVED: The Board of Trustees delegates authority to the University President to increase or decrease tuition and fees for Dual Enrollment courses in conjunction with TSAC funding as presented in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of College of Medicine Summer Term Tuition

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: B.J. King
                             Chief Financial Officer

The new curriculum at the College of Medicine requires the creation of a summer term at the conclusion of the first academic year. The new summer term will be offered only to those medical students needing to enroll due to academic difficulties encountered in the first year. The anticipated enrollment for the term is minimal, but the additional term will ensure the timely progression of medical students as needed.

For the 2022-23 academic year, the term is expected to begin on May 29, 2023 and conclude by July 22, 2023. Equivalent summer terms will be established in following years. The summer term will be composed of two equal, shorter terms providing two course enrollment opportunities, or one complete term for a longer or more complex course.

The College is proposing tuition and fees of $2,200 for the short terms or $4,000 for the entire term as needed.

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

> **RESOLVED: The proposed summer term and related tuition for the College of Medicine is approved as presented in the meeting materials.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Campus Housing 5-Year Prospective

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

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

                               Laura Bailey
                               Associate Vice President, Facilities and Capital Planning

Staff has developed and received Board approval of a renovation and deferred maintenance plan for selected on-campus housing facilities. A brief overview of on-campus housing goals, progress toward goals, and future challenges will be reviewed.

The proposed plan for housing rate increases from FY 24 through FY 27 is submitted for approval. Each year, adjustments to the rates below for the following fiscal year will be brought forward for approval at the February meeting of the Finance and Administration Committee.

ETSU Housing System Financials *					
*Rental Rates**	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026
	FY23	FY24	FY25	FY26	FY27
Dossett Hall	$2,035	$2,055	$2,150	$2,400	$2,400
Powell Hall	$2,035	$2,150	$2,400	$2,400	$2,400
Carter Hall	$2,075	$2,250	$2,450	$2,450	$2,450
Luntsford Apts	$2,360	$2,400	$2,600	$2,600	$2,600
West Hall	$2,035	$2,055	$2,150	$2,400	$2,400
Centennial Hall	$3,100	$3,150	$3,200	$3,300	$3,350
Davis Apts	$2,200	$2,275	$2,475	$2,475	$2,475
Governors Hall	$2,670	$2,700	$2,750	$2,775	$2,795
Lucille Clement Hall	$2,035	$2,055	$2,100	$2,400	$2,500
Stone Hall	$2,075	$2,250	$2,450	$2,450	$2,450
Buc Ridge	$3,475	$3,635	$3,675	$3,675	$3,700

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

>**RESOLVED: The proposed rates for Housing for FY 24-27 are approved as presented in the meeting.**

*Future adjustments to rates will be proposed based on renovation schedule and market and inflation analysis, and staff reserve the right to bring future rate adjustments to the Board of Trustees based upon changing market conditions.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Audit Plan for FY 2023

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

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

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

> **RESOLVED: The Audit Plan for 2022-23 is approved as presented in the meeting materials.**

East Tennessee State University
Internal Audit Plan as of 08/10/2022
Fiscal Year Ended June 30, 2023

Rank	Type	Area	Audit
Required by State Audit	R	FM	Cash Counts/Inventories
Brought Forward Required by State Statute	R	FM	President's Expense FY 2022
Required by State Statute	R	FM	President's Expense FY 2023
Required by CPB	R	FM	WETS-FM
Required by Many	R	FM	Risk Assessments
Brought Forward Follow-Up	F	IA	Follow-Up JCCHC Finanical Procedures
Brought Forward Follow-Up	F	RS	Follow-Up Psychology
Brought Forward Follow-Up	F	IA	Follow-Up Human Patient Simulation Laboratory
Brought Forward Follow-Up	F	RS	Follow-Up Internal Medicine
Brought Forward Follow-Up	F	IS	Follow-Up Dependent/Spouse Tuition Discount
Brought Forward Follow-Up	F	IT	Follow-Up Off Campus Domestic/International Pgms
Follow-Up	F	IT	Follow-Up State Audit
Follow-Up	F	IA	Follow-Up: Health Services (missing petty cash)
Follow-Up	F	IA	Follow-Up: College of Nursing
Follow-Up	F	SS	Follow-Up: Upward Bound
Follow-Up	F	IA	Follow-Up: Center of Excellence in STEM Education
Follow-Up	F	AT	Follow-Up: Men's Basketball Expenditures
Brought Forward Invest	I	IA	Investigation 18-03
Brought Forward Invest	I	AT	Investigation 22-06
Brought Forward Invest	I	IA	Investigation 22-07
Brought Forward Invest	I	RS	Investigaiton 22-05
Investigations	I	AT	Investigation 23-01
Investigations	I	FM	Unscheduled Investigations
Consulting	C	IS	General Consultation
Project	P	IS	Board of Trustees (Prep for Meetings, Meetings, etc.)
Project	P	IS	IIA Quality Assurance Peer Review (ETSU)
Project	P	IS	TBR Quality Assurance Peer Review
Brought Forward Special Request	S	IA	College of Nursing - Dean's Office
Brought Forward Special Request	S	RS	RDC Grants
Brought Forward Special Request	S	FM	Executive Level Audit FY 2022
Brought Forward Special Request	S	RS	R15 Research Grants
Special Request	S	FM	Executive Level Audit FY 2023
Brought Forward Risk Based	A	FM	Agency Accounts
Brought Forward Risk Based	A	IA	Minors on Campus
Brought Forward Risk Based	A	FM	Procards (New System)
Brought Forward Risk Based	A	FM	ID Bucs (used on campus)
Brought Forward Risk Based	A	SS	Guest and Group Housing
Risk Based	A	AT	Athletics Revenue
Risk Based	A	IT	ITS General Controls
Risk Based	A	PP	Emergency Preparedness
Risk Based	A	AD	Donor Gift Processing
Risk Based	A	AX	Auxiliary Enterprises
Risk Based	A	PP	Facility, Chemical, and Environmental Safety
Risk Based	A	IA	Obstetrics and Gynecology
			Total

Estimate-Hours Available For Audits = 4,285 (4 staff auditors: 2 for 12 months, 1 on a modified 12 month contract, and 1 for 10.5 months)

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

Functional Areas:
AD - Advancement
AT - Athletics
AX - Auxiliary
FM - Financial Management
IA - Instruction & Academic Support
IS - Institutional Support
IT - Information Technology
PP - Physical Plant

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Internal Audit Employee Profiles

COMMITTEE: Audit Committee

RECOMMENDED ACTION: Approve

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

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

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

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

ETSU Internal Audit Employee Profile - FY 2023

Name	Position	Professional Certification	Current Annual Salary	Years of Professional Experience	Years of Experience at ETSU
Becky Lewis	Chief Audit Executive	CPA	$ 107,640	28	24
Martha Winegar	Associate Director	CPA	$ 70,380	17	10
Bryan Brockwell	Internal Auditor	-	$ 49,390	3	3
Bridgett Maupin	Internal Auditor	-	$ 49,390	6	0

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of ETSU Vision, Mission & Values

RECOMMENDED ACTION: Approve

PRESENTED BY: Michael Hoff
                             University Chief Planning Officer

During the 125 Chapter II strategic visioning process, there was extensive discussion of the University mission and vision as guiding statements for the future of ETSU. As a result of those discussions, the ETSU 125 Chapter II Committee, task forces, and other stakeholders agreed the mission, vision and values were appropriate and incorporated the version approved by the Board of Trustees at their September 2021 meeting into their final report – which was approved by the Board of Trustees in April 2022. For these reasons, there are no changes recommended to the Vision, Mission, and Values of ETSU though they do require annual approval by the Board.

ETSU Vision:

Developing a world-class environment to enhance student success and improve the quality of life in the region and beyond.

ETSU Mission and Values:

ETSU provides a student-centered community of learning, reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on core values where:

PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; **RELATIONSHIPS** are built on honesty, integrity, and trust; **DIVERSITY** of people and thought is respected; **EXCELLENCE** is achieved through teamwork, leadership, creativity, and a strong work ethic; **EFFICIENCY** is achieved through wise use of human and financial resources; and **COMMITMENT** to intellectual achievement is embraced.
ETSU endorses the value of liberal education and provides enriching experiences in honors education, student research and creative activity, study abroad, service learning, and community-based education.

ETSU honors and preserves the rich heritage of Southern Appalachia through distinctive education, research, and service programs and is actively engaged in regional stewardship. ETSU affirms the contributions of diverse people, cultures, and thought to intellectual, social, and economic development.

ETSU offers students a total university experience that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.

ETSU awards degrees in over one hundred baccalaureate, master, and doctoral programs, including distinctive interdisciplinary programs and distance education offerings that serve students from the region and beyond.

There is no change proposed to the current Mission, Vision, and Values as approved by the ETSU Board of Trustees on 9/17/2022; however, for SACSCOC compliance, we periodically review and submit for approval the ETSU mission, vision, and values.

MOTION: I move that the Board of Trustees adopt the resolution, approving the ETSU Mission, Vision and Values.

> **RESOLVED: The Board of Trustees for submission to the SACSCOC approves the Mission, Vision, and Values.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Approval of the ETSU Mission Profile

RECOMMENDED ACTION: Approve

PRESENTED BY: Michael Hoff
                                            University Chief Planning Officer

During the 125 Chapter II strategic visioning process, there was extensive discussion of the University mission and vision as guiding statements for the future of ETSU. As a result of those discussions, the ETSU 125 Chapter II Committee, task forces, and other stakeholders agreed the mission, vision and values were appropriate and incorporated the version approved by the Board of Trustees at their September 2021 meeting into their final report – which was approved by the Board of Trustees in April 2022. Since the mission, vision, and values are the foundation of the Mission Profile and since no changes are recommended, staff also recommend no changes to the mission profile as it was approved by the Board of Trustees at their meeting in September 2021. The Mission Profile does require annual approval before submission to the Tennessee Higher Education Commission.

ETSU Mission Profile:

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

has a Carnegie Undergraduate Program classification of "Professions plus arts & sciences, high graduate coexistence" and a Graduate Program classification of "Research Doctoral: Professional – dominant."

ETSU is required annually to provide to the Tennessee Higher Education Commission, a Mission Profile that accurately describes the institution and those it serves. There has been one minor change to clarify ETSU's location as part of the Northeast Tennessee region since the Board of Trustees last approved on 9/17/2021.

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2022

ITEM: Library Fines Rule

RECOMMENDED ACTION: Approve (Roll Call Vote Required)

PRESENTED BY: Mark Fulks
                          University Counsel

Staff will present the Library Fines rule, which outlines the fines and procedures related to overdue and lost library items.

Background and Previous Board Approval

This rule was previously presented to and approved by the Board of Trustees on November 19, 2021. The formal rulemaking process proscribed by law requires the Office of Attorney General (AG) review and approve of a rule. University Counsel sent the rule to the AG's office for review prior to the initial submission to the Board of Trustees in November 19, 2021. The AG's office provided preliminary approval of the rule at that time.

Post Board Approval by Office of Attorney General.

Upon a second review of the rule in spring 2022, the AG's office requested a substantive revision to Section 0240-06-06-.03 (c). Specifically, the request was to change the phrase "the borrower's circulation privileges are revoked until the outstanding obligations are paid in full" to "the borrower's circulation privileges may be revoked until the outstanding obligations are paid in full." As this was a substantive change, a second public hearing and approval by the Board of Trustees is necessary.

The Office of University Counsel conducted a public rulemaking hearing on Tuesday, August 23, 2022 with options to attend in-person or via Zoom pursuant to TCA 4-5-202. As required, the rule was posted on the Secretary of State website starting June 27, 2022 and on ETSU's Office of University Counsel website. Members of the public had the option to submit their comments via email prior to the meeting as well. University Counsel presented a summary of the rule at the public hearing. No comments were received via email prior to or during the hearing.

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

> **RESOLVED: The Board of Trustees adopts the Library Fines Rule advancing the rulemaking process.**

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File Date: _____

Notice of Rulemaking Hearing

Hearings will be conducted in the manner prescribed by the Uniform Administrative Procedures Act, T.C.A. § 4-5-204. For questions and copies of the notice, contact the person listed below.

Agency/Board/Commission:	East Tennessee State University
Division:	
Contact Person:	Mark A. Fulks, J.D. Ph.D. University Counsel & Chief Compliance Officer
Address:	1276 Gilbreath Drive, Suite 306, PO BOX 70285, Johnson City, TN 37614
Phone:	(423) 439-8550
Email:	fulksm@etsu.edu

Any Individuals with disabilities who wish to participate in these proceedings (to review these filings) and may require aid to facilitate such participation should contact the following at least 10 days prior to the hearing:

ADA Contact:	Mary Little Director and ADA/504 Coordinator
Address:	Nell Dossett Hall, 3rd floor | PO Box 70605 Johnson City, TN 37614
Phone:	423-439-8493
Email:	littleme@etsu.edu

Hearing Location(s) (for additional locations, copy and paste table)

Zoom Option:	**https://etsu.zoom.us/j/95883661843?pwd=VWtqZkg2UkxPL2Q4QIBEbjg3T**	
	Pass code: 003637	
Address 1:	In-Person Option: 1276 Gilbreth Dr., Rm 309	
Address 2:		
City:	Johnson City, TN	
Zip:	37614	
Hearing Date:	August 23, 2022	
Hearing Time:	8:30 AM	___CST/CDT _X__EST/EDT

Additional Hearing Information:

You may attend this hearing in-person or via Zoom. Please check the following website for updates: http://www.etsu.edu/universitycounsel. Written comments may be submitted via email to Kay Lennon-McGrew at lennonk@etsu.edu. Written comments should be received by 4:30 PM eastern on August 19, 2022, in order to ensure consideration.

Revision Type (check all that apply):
___ Amendment
_X_ New

SS-7037 (March 2020)　　　　　　　1　　　　　　　RDA 1693

_____ Repeal

Rule(s) (**ALL** chapters and rules contained in filing must be listed. If needed, copy and paste additional tables to accommodate more than one chapter. Please enter only **ONE** Rule Number/Rule Title per row.)

Chapter Number	Chapter Title
0240-06-06	Library Fines – Sherrod & QCOM Libraries

Rule Number	Rule Title
0240-06-06-.01	Definitions
0240-06-06-.02	Library Fines, Processing Fees, and Replacement Costs
0240-06-06-.03	Unpaid Fines, Overdue Materials, and Loss of Privileges

Place substance of rules and other info here. Statutory authority must be given for each rule change. For information on formatting rules go to https://sos.tn.gov/products/division-publications/rulemaking-guidelines.

Rules
of
East Tennessee State University, Johnson City

Chapter 240-06-06
Library Fines – Sherrod & QCOM Libraries

New

Table of Contents is added to Chapter 0240-06-06 Library Fines – Sherrod & QCOM Libraries and shall read as follows:

0240-06-06-.01 Definitions is added to Chapter 240-06-06 Library Fines – Sherrod & QCOM Libraries and shall read as follows:

0240-06-06-.01 Definitions.

(1) "Borrower" is any ETSU faculty, faculty emeriti, retired faculty, staff, student, Library Guest Cardholder with borrowing privileges, or Tennessee Academic Library Collaborative borrower.

(2) "Library" includes the Charles C. Sherrod Library and the Quillen College of Medicine Library.

(3) "Library Guest Cardholder" is any local resident or visitor who applies and receives approval to access Library resources by purchasing a library guest card.

(4) "Lost Library Equipment" is any equipment checked out by a Borrower that is not returned within seven (7) calendar days.

(6) "Lost Reserve Collection Item" is any Library reserve collection item that is not returned within six (6) hours of the conclusion of the reservation for the item.

(7) "Lost Key" is a Library key that is not returned within five (5) business days after the conclusion of the reservation.

Authority: T.C.A. §§ 49-8-101(a)(2)(A); 49-8-203

0240-06-06.02 Library Fines, Processing Fees, and Replacement Costs is added to Chapter 0240-06-06 Library Fines – Sherrod & QCOM Libraries and shall read as follows:

0240-06-06-.02 Library Fines, Processing Fees, and Replacement Costs.

(1) There are no fines for:

(a) overdue items borrowed from the Library's regular book or audiovisual collection;

(b) overdue reserve items; or

(c) overdue library equipment.

(2) If an item listed below is not returned to the Library, borrowers are assessed the replacement cost, plus a processing fee of $10.00 per item for the following:

        (a) lost books, audiobooks, or audiovisual materials;

        (b) lost library equipment;

        (c) lost reserve collection items; and

        (d) lost keys.

Authority: T.C.A. §§ 49-8-101(a)(2)(A); 49-8-203

0240-06-06.03 Unpaid Fines, Overdue Materials, and Loss of Privileges is added to Chapter 0240-06-06 Library Fines – Sherrod & QCOM Libraries and shall read as follows:

0240-06-06-.03 Unpaid Fines, Overdue Materials, and Loss of Privileges.

(1) If charges for lost books, audiovisual materials, lost library equipment, lost reserve collection items, or lost keys are not paid within seven (7) calendar days by a student, a hold is placed on the student's GoldLink account which will prevent the student from registering and from obtaining his or her transcripts until the outstanding obligations are paid in full.

(2) If charges for lost books, audiovisual materials, lost library equipment, lost reserve collection items, or lost keys are not paid within seven (7) calendar days by a faculty or staff, charges are placed on their GoldLink account.

(3) If charges for lost books, audiovisual materials, library equipment, reserve collection items, or lost keys are not paid within seven (7) calendar days by any borrower, the borrower's circulation privileges may be revoked until the outstanding obligations are paid in full.

Authority: T.C.A. §§ 49-8-101(a)(2)(A); 49-8-203

Administrative History:

I certify that the information included in this filing is an accurate and complete representation of the intent and scope of rulemaking proposed by the agency.

Date: _6/30/22_

Signature: _(signature)_

Name of Officer: _Adam S. Green_

Title of Officer: _ETSU Board of Trustees Secretary_

Department of State Use Only

Filed with the Department of State on: _____

_____
Tre Hargett
Secretary of State

EAST TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: September 16, 2022

ITEM: Roan Scholars Leadership Program Update

PRESENTED BY: LTC(Ret) Scott Jeffress
                                        Executive Director
                                        Roan Scholars Leadership Program

The Roan Scholars Leadership Program provides selected undergraduate students from the Appalachian Highlands region with out-of-the-classroom experiences and opportunities designed to challenge, inspire, and connect Roan Scholars so they can realize their potential to lead, serve, and positively impact our region – and the world. The associated scholarship award removes financial barriers to attending ETSU and helps Roan Scholars graduate debt-free. Established in 1997 by Mr. Louie Gump with the intent of attracting exceptional students from the region to ETSU, the first class of Roan Scholars entered in fall 2000. Today, there are 91 Roan alumni and another 31 Roan Scholars currently on campus.

LTC(Ret) Jeffress will provide an overview of the Roan Program, including a brief history and background, its purpose and vision, and current status. He will also highlight recent program initiatives and milestones, and share key focus areas as the Roan looks to the future.

WHO WE ARE

The Roan is ETSU's premier leadership-focused scholarship program.
For more than twenty years, we have challenged, inspired, and connected Roan Scholars so they can realize their potential to positively impact our region and beyond.

Eligible counties in Northeast Tennessee, Southwest Virginia, and Western North Carolina

120+ Roan Alumni and other community leaders participate in the process

Both nomination (by high school) and direct application opportunities

Leadership focused

100+ Students interviewed each fall

The Roan
Selection Process

The Roan
Alumni Network

91 Roan Alumni

Leading in diverse fields, including business, healthcare, law, education, non-profits, government and the military

60% Live and work in the Appalachian Highlands

90%+ Have made a gift to the Program

The Roan
Development Model

KEY SCHOLAR EXPERIENCES

INDIVIDUAL
Alternative Breaks
Summer of Service
Leadership Conferences
Coaching and Mentoring

CLASS - BASED
Outdoor Leadership Challenge
Roan Seminars
Leadership Learning Experiences

ALL - SCHOLAR
Roan Impact Focus
Physical Vigor Weekend
Leadership Voices

Extraordinary Opportunity Grants

✦ Powered by Eastman Credit Union

Lexi Vance '24
U.S. Senate Intern

Cade Campbell '24 Cable Natural History Museum

Samuel Garcia '23 National Hispanic Medical Association

KeiAndra Harper '23 'Be The Light' non-profit

$6.5M

Endowment balance

Since its founding, the Roan has been primarily supported by **DONOR GIFTS.**
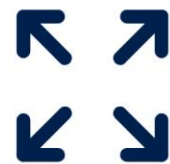
Engaged donor dase

$469K

Total gifts received during FY22

Looking to
the Future

Growing the Number of Roan Scholars

Geographic Expansion

Securing the Roan's Financial Future

Refining the Scholar Development Model

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2022

ITEM: ETSU Peer Institutions and KPIs Discussion

PRESENTED BY: Brian Noland
                                             President

                                             Michael Hoff
                                             University Chief Planning Officer

Drs. Hoff and Noland will review and present the process used to select the preliminary the list
of peer institutions and Key Performance Indicators (KPIs) for the Board's consideration. As
part of the implementation efforts associated with the work of the Committee for 125.II, the
Board of Trustees suggested that staff work to create a new set of institutional peers. These peer
institutions will be utilized to measure and assess institutional progress around a series of
performance metrics that are present and aspirational in nature and aligned with the vision of the
Committee for 125 Chapter 2.

The final peer set and KPIs will be provided for approval at the November 2022 Board of
Trustees meeting.

East Tennessee State University

Peer Institution Selection
Key Performance Indicator Development

East Tennessee State University
September 16, 2022

Overview

- **Purpose of higher education**
  - The purpose of any non-profit organization is to demonstrate public value
- **Peer development**
  - Current Peers
  - Proposed Peer Group
  - Discussion
- **Key Performance Indicator Development**
  - Current KPIs
  - Example KPI types
  - Discussion
- **Next Steps**

Public Purpose of Higher Education

- **Access:** All students should have access to public post-secondary education

- **Equity:** Barriers to participation should be removed

- **Affordability:** Federal, state, and institutional financial aid policies should promote affordable access to post-secondary education

- **Quality:** Students should have the highest quality educational system affordable to them

- **Public Service:** Institutions should provide services to local communities to support broad societal needs

- **Research and Economic Development:** Institutions should serve as the driver of the current economy and vehicle for expansion of the knowledge economy

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EAST TENNESSEE STATE
UNIVERSITY

East Tennessee State University
Peer Institution Selection

Types of Comparison Groups

- **Jurisdictional –** is used where the rational for conducting the comparison is that all of the institutions are in a common jurisdiction, such within a system or state.

- **Competitor –** is used when the rationale for the comparison is the evaluate competitive standing within the educational arena.

- **Aspirational –** is made up of institutions that have one or more characteristics that the comparing institution is considering emulating.

- **Peer –** is comprised of institutions which are similar in regard to contextual factors important to a particular analysis, if not more generally.

Current ETSU Peer Institutions

- Ball State University
- Central Michigan University
- East Carolina University
- Florida Atlantic University
- Georgia Southern University
- Indiana State University
- Marshall University
- Oakland University
- Old Dominion University
- Sam Houston State University
- Southern Illinois University – Edwardsville

- Texas Woman's University
- University of Arkansas at Little Rock
- University of Missouri – Kansas City
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of Northern Colorado
- University of South Alabama
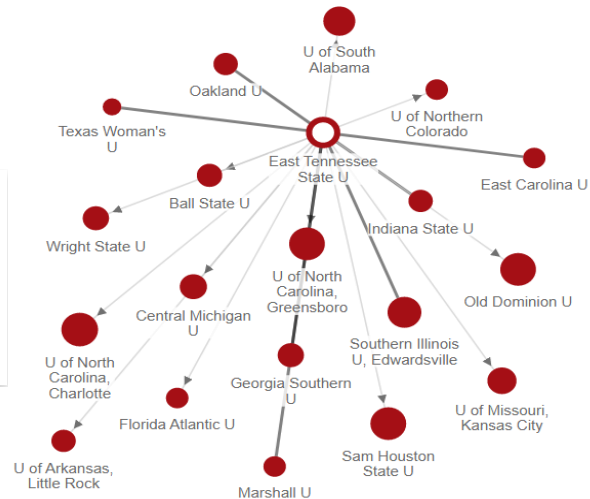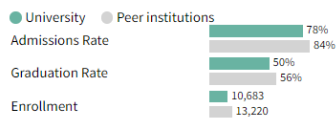- Wright State University – Main Campus

Peer Institution Selection Process

IPEDS Peer Institution Analysis

- **Predetermined Categories – 65 institutions including ETSU**
  - Title IV Participating
  - Public 4-Year or Above
  - Degree Granting
  - Doctor's Degree Research/Scholarship & Professional Practice
  - Primarily Bachelor & Above
  - Doctoral: High Research Activity
- **Quantitative Peer Selection Process**
  - 38 Variables from the three most recent years of IPEDS data to inform Peer Model
  - K-Means Clustering method for peer selection - example

IPEDS Peer Institution Analysis

- **Full Analysis:**
  - "Highly Similar" – Categorized in the same group as ETSU for all 3 clustering techniques
  - "Similar" – Categorized in the same group as ETSU for 2 of the clustering techniques
  - "Somewhat Similar" – Categorized in the same group as ETSU for 1 of the clustering techniques
  - "Not Similar" – Did not get categorized in the same group as ETSU for any of the clustering techniques

- **The 3 different clustering approaches used:**
  - kMeans (Lloyd algorithm) – uses squared Euclidean distances from centroids for classification
  - PAM or "Partition Around Medoids" – uses Manhattan distances from medoids for classification
  - Modified kMeans gMADD() – uses Mean Absolute Difference of Distances (MADD) from centroids for classification

K Means Cluster Analysis R - 10 Clusters

Institution	Grp_kmeans_Lloyd	Grp_PAM_manhattan	Grp_MADD	Sum	Category
Arkansas State University	2	1	0	3	Highly Similar
Cleveland State University	2	3	0	2	Similar
East Tennessee State University	2	1	0	3	ETSU
Marshall University	2	1	0	3	Highly Similar
Northern Illinois University	2	3	0	2	Similar
The University of Montana	2	1	0	3	Highly Similar
University of Akron Main Campus	2	3	0	2	Similar
University of Alabama in Huntsville	2	1	0	3	Highly Similar
University of Colorado Colorado Springs	2	3	0	2	Similar
University of Louisiana at Lafayette	2	3	0	2	Similar
University of Memphis	3	1	0	2	Similar
University of Missouri-Kansas City	2	1	0	3	Highly Similar
University of Missouri-St Louis	2	1	0	3	Highly Similar
University of North Carolina at Greensboro	3	1	0	2	Similar
University of South Alabama	2	1	0	3	Highly Similar
University of South Dakota	2	1	0	3	Highly Similar
Utah State University	3	1	0	2	Similar
Wichita State University	2	1	0	3	Highly Similar
Wright State University-Main Campus	2	3	0	2	Similar

Peer Set Used For Qualitative Review

- Arkansas State University
- Cleveland State University
- Marshall University
- Northern Illinois University
- The University of Montana
- University of Akron Main Campus
- University of Alabama in Huntsville
- University of Colorado, Colorado Springs
- University of Louisiana at Lafayette
- University of Memphis
- University of Missouri – Kansas City
- University of Missouri – St Louis
- University of North Carolina at Greensboro

- University of South Alabama
- University of South Dakota
- Utah State University
- Wichita State University
- Wright State University – Main Campus
- Additional peers considered based on Feedback:
  - East Carolina (Regional Competitor)
  - Central Michigan (Research Peer)
  - Sam Houston State (Research Peer)
  - University of Tennessee Chattanooga (Regional Competitor)
  - Western Carolina University (Regional Competitor)

Total Enrollment							
IEPDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
198464	East Carolina University	28,962	29,131	28,718	28,651	28,798	28,852
230728	Utah State University	28,118	27,679	27,932	27,810	27,691	27,846
220862	University of Memphis	21,301	21,521	21,458	21,685	22,205	21,634
169248	Central Michigan University	25,986	23,257	21,622	19,362	17,311	21,508
227881	Sam Houston State University	20,477	20,938	21,213	21,558	21,912	21,220
199148	University of North Carolina at Greensboro	19,647	19,922	20,106	20,196	19,764	19,927
200800	University of Akron Main Campus	21,100	20,169	18,731	17,600	16,094	18,739
147703	Northern Illinois University	19,015	18,045	17,169	16,609	16,769	17,521
160658	University of Louisiana at Lafayette	17,519	17,297	17,123	16,933	16,450	17,064
178402	University of Missouri-Kansas City	16,936	16,372	16,375	16,388	16,147	16,444
178420	University of Missouri-St Louis	16,989	16,715	16,441	15,988	13,874	16,001
202134	Cleveland State University	16,864	16,371	16,069	15,433	15,247	15,997
102094	University of South Alabama	16,443	15,569	14,834	14,397	14,224	15,093
156125	Wichita State University	14,166	15,075	15,778	15,342	14,999	15,072
220075	East Tennessee State University	14,022	14,353	14,317	14,191	13,713	14,119
206604	Wright State University-Main Campus	16,655	15,957	14,403	12,356	10,936	14,061
106458	Arkansas State University	14,085	13,930	13,709	13,356	13,106	13,637
149231	Southern Illinois University-Edwardsville	14,142	13,796	13,281	13,061	12,860	13,428
237525	Marshall University	13,647	13,246	13,204	12,852	11,958	12,981
126580	University of Colorado Colorado Springs	12,559	12,932	13,123	12,807	12,380	12,760
221740	The University of Tennessee-Chattanooga	11,533	11,587	11,638	11,651	11,728	11,627
200004	Western Carolina University	10,805	11,034	11,639	12,167	12,243	11,578
180489	The University of Montana	12,419	11,865	10,962	10,487	9,808	11,108
219471	University of South Dakota	10,038	10,261	10,066	9,920	9,459	9,949
100706	University of Alabama in Huntsville	8,468	9,101	9,736	9,988	9,999	9,458

Average Salary All Ranks							
IEPDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
200800	University of Akron Main Campus	$84,523	$86,028	$88,435	$91,819	$92,515	$88,664
100706	University of Alabama in Huntsville	$85,089	$84,637	$85,251	$87,431	$87,485	$85,979
202134	Cleveland State University	$83,109	$84,462	$85,875	$87,022	$86,298	$85,353
169248	Central Michigan University	$78,943	$81,505	$84,165	$86,322	$89,650	$84,117
206604	Wright State University-Main Campus	$80,620	$82,774	$86,056	$84,790	$84,873	$83,823
230728	Utah State University	$79,177	$81,177	$82,662	$84,635	$84,251	$82,380
178402	University of Missouri-Kansas City	$80,268	$80,523	$82,185	$81,656	$84,513	$81,829
220862	University of Memphis	$77,407	$79,678	$81,021	$79,106	$79,210	$79,284
178420	University of Missouri-St Louis	$76,236	$76,871	$77,833	$80,086	$82,480	$78,701
199148	University of North Carolina at Greensboro	$76,029	$77,287	$79,264	$77,714	$78,216	$77,702
198464	East Carolina University	$77,246	$78,705	$77,712	$77,643	$77,091	$77,679
147703	Northern Illinois University	$71,791	$73,802	$74,564	$77,288	$82,589	$76,007
221740	The University of Tennessee-Chattanooga	$72,163	$73,718	$76,813	$77,297	$77,948	$75,588
160658	University of Louisiana at Lafayette	$74,682	$77,266	$75,215	$74,746	$74,110	$75,204
126580	University of Colorado Colorado Springs	$72,069	$72,617	$75,017	$76,795	$72,857	$73,871
149231	Southern Illinois University-Edwardsville	$68,941	$69,671	$71,192	$74,039	$77,395	$72,248
219471	University of South Dakota	$71,508	$69,899	$70,951	$72,125	$71,945	$71,286
156125	Wichita State University	$68,344	$69,194	$71,259	$73,029	$73,824	$71,130
200004	Western Carolina University	$70,044	$70,614	$70,510	$70,393	$70,708	$70,454
180489	The University of Montana	$66,609	$68,450	$70,342	$72,040	$74,559	$70,400
227881	Sam Houston State University	$68,646	$68,197	$69,650	$72,333	$71,264	$70,018
237525	Marshall University	$64,314	$64,482	$68,625	$71,166	$71,274	$67,972
102094	University of South Alabama	$65,565	$65,168	$65,506	$65,600	$68,001	$65,968
220075	East Tennessee State University	$62,288	$64,595	$65,611	$67,055	$67,720	$65,454
106458	Arkansas State University	$62,971	$63,867	$62,244	$65,152	$65,355	$63,918

Faculty FTE							
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
198464	East Carolina University	1,477	1,480	1,517	1,546	1,452	1,494
220862	University of Memphis	1,036	1,057	1,068	1,047	1,040	1,050
230728	Utah State University	944	987	1,023	1,026	1,060	1,008
199148	University of North Carolina at Greensboro	879	908	951	974	982	939
102094	University of South Alabama	922	924	927	939	922	927
169248	Central Michigan University	1,004	954	932	898	795	917
147703	Northern Illinois University	915	936	919	898	870	908
220075	East Tennessee State University	872	884	908	952	861	895
237525	Marshall University	885	872	890	921	896	893
200800	University of Akron Main Campus	979	925	899	845	683	866
178402	University of Missouri-Kansas City	908	903	859	819	756	849
227881	Sam Houston State University	815	842	850	852	875	847
206604	Wright State University-Main Campus	978	915	835	744	659	826
202134	Cleveland State University	757	742	746	757	761	753
160658	University of Louisiana at Lafayette	674	685	709	714	713	699
149231	Southern Illinois University-Edwardsville	683	683	696	704	720	697
106458	Arkansas State University	555	600	580	592	598	585
200004	Western Carolina University	543	561	580	593	625	580
180489	The University of Montana	630	588	566	544	493	564
221740	The University of Tennessee-Chattanooga	538	549	561	586	581	563
126580	University of Colorado Colorado Springs	520	553	550	556	570	550
156125	Wichita State University	525	521	548	564	566	545
178420	University of Missouri-St Louis	557	549	517	507	479	522
219471	University of South Dakota	504	503	520	538	501	513
100706	University of Alabama in Huntsville	389	414	413	435	415	413

	Student Per Faculty						
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
156125	Wichita State University	53.56	21.18	21.24	21.57	21.63	27.84
100706	University of Alabama in Huntsville	42.81	21.98	23.57	22.96	24.09	27.09
220862	University of Memphis	25.08	26.19	26.15	26.56	26.63	26.12
180489	The University of Montana	31.19	22.53	23.33	23.63	24.26	24.98
106458	Arkansas State University	30.52	23.22	23.64	22.56	21.92	24.37
200004	Western Carolina University	31.29	24.59	22.90	22.03	20.58	24.28
221740	The University of Tennessee-Chattanooga	30.56	23.56	23.39	21.85	21.31	24.13
199148	University of North Carolina at Greensboro	32.95	25.61	22.74	19.88	17.63	23.76
198464	East Carolina University	9.54	19.68	18.93	18.53	19.83	19.45
149231	Southern Illinois University-Edwardsville	31.19	23.36	20.69	17.55	15.19	21.60
102094	University of South Alabama	15.21	22.66	22.88	22.96	23.77	21.50
160658	University of Louisiana at Lafayette	25.99	20.95	20.19	19.88	19.23	21.25
219471	University of South Dakota	28.11	20.40	19.36	18.44	18.88	21.04
169248	Central Michigan University	13.59	20.88	21.57	22.49	24.86	20.68
178420	University of Missouri-St Louis	19.40	21.61	21.20	20.68	20.48	20.67
126580	University of Colorado Colorado Springs	19.30	20.95	21.16	20.96	20.58	20.59
230728	Utah State University	17.86	21.80	20.98	21.14	20.95	20.55
147703	Northern Illinois University	20.78	21.55	20.38	19.60	18.50	20.16
227881	Sam Houston State University	25.89	19.44	18.90	18.11	17.43	19.96
220075	East Tennessee State University	23.48	20.41	18.91	17.45	19.48	19.95
202134	Cleveland State University	16.59	20.32	21.15	20.27	19.71	19.61
237525	Marshall University	15.98	19.84	19.24	18.39	18.36	18.36
200800	University of Akron Main Campus	12.69	17.70	18.21	19.39	23.64	18.33
178402	University of Missouri-Kansas City	12.70	18.51	19.14	19.52	18.35	17.64
206604	Wright State University-Main Campus	8.66	17.02	17.77	19.35	21.58	16.87

	Total Staff						
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
198464	East Carolina University	5,518	5,601	5,749	5,772	5,541	5,636
230728	Utah State University	3,273	3,346	3,432	3,513	3,589	3,431
147703	Northern Illinois University	3,204	3,037	2,989	2,928	2,772	2,986
220862	University of Memphis	2,740	2,796	2,849	2,868	2,783	2,807
199148	University of North Carolina at Greensboro	2,540	2,637	2,769	2,811	2,821	2,716
178402	University of Missouri-Kansas City	2,901	2,779	2,637	2,635	2,531	2,697
102094	University of South Alabama	2,798	2,703	2,707	2,276	2,195	2,536
169248	Central Michigan University	2,665	2,559	2,529	2,458	2,253	2,493
220075	East Tennessee State University	2,415	2,490	2,471	2,540	2,352	2,454
227881	Sam Houston State University	2,074	2,147	2,204	2,264	2,305	2,199
149231	Southern Illinois University-Edwardsville	2,147	2,172	2,208	2,240	2,216	2,197
200800	University of Akron Main Campus	2,323	2,229	2,222	2,188	1,890	2,170
156125	Wichita State University	2,108	2,111	2,153	2,236	2,243	2,170
206604	Wright State University-Main Campus	2,461	2,211	2,020	1,812	1,626	2,026
180489	The University of Montana	2,129	2,043	1,932	1,966	1,916	1,997
160658	University of Louisiana at Lafayette	1,924	1,899	2,071	2,027	2,041	1,992
202134	Cleveland State University	1,868	1,833	1,849	1,833	1,755	1,828
237525	Marshall University	1,795	1,748	1,775	1,848	1,800	1,793
106458	Arkansas State University	1,598	1,635	1,634	1,751	1,694	1,662
200004	Western Carolina University	1,549	1,538	1,583	1,618	1,655	1,589
221740	The University of Tennessee-Chattanooga	1,436	1,451	1,493	1,596	1,590	1,513
178420	University of Missouri-St Louis	1,549	1,544	1,517	1,562	1,376	1,510
100706	University of Alabama in Huntsville	1,369	1,415	1,417	1,460	1,464	1,425
219471	University of South Dakota	1,421	1,384	1,402	1,421	1,376	1,401
126580	University of Colorado Colorado Springs	1,232	1,283	1,316	1,332	1,300	1,293

Research Expenditure Per FTE							
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
100706	University of Alabama in Huntsville	11,657	10,205	10,324	9,976	11,492	10,731
230728	Utah State University	6,773	7,084	7,988	10,190	10,650	8,537
156125	Wichita State University	3,762	4,921	5,841	7,693	9,582	6,360
180489	The University of Montana	4,373	5,628	5,717	6,317	7,327	5,872
160658	University of Louisiana at Lafayette	3,327	3,530	3,878	4,258	4,784	3,955
220862	University of Memphis	3,010	3,127	3,536	3,748	4,265	3,537
206604	Wright State University-Main Campus	2,639	2,566	3,019	2,951	2,872	2,809
102094	University of South Alabama	2,122	2,114	2,277	2,445	2,778	2,347
219471	University of South Dakota	1,591	1,948	2,084	2,178	2,181	1,996
178402	University of Missouri-Kansas City	1,621	1,489	1,552	1,766	1,956	1,677
200800	University of Akron Main Campus	1,852	1,807	1,562	1,648	1,354	1,645
147703	Northern Illinois University	1,677	1,265	1,346	1,369	1,459	1,423
237525	Marshall University	1,236	1,228	1,445	1,465	1,602	1,395
198464	East Carolina University	924	972	1,089	1,455	1,674	1,223
199148	University of North Carolina at Greensboro	1,100	1,103	986	1,019	1,173	1,076
178420	University of Missouri-St Louis	963	1,036	1,053	1,106	1,058	1,043
220075	East Tennessee State University	775	824	956	1,117	1,051	945
106458	Arkansas State University	864	788	888	843	960	869
169248	Central Michigan University	685	750	821	964	1,078	860
202134	Cleveland State University	775	902	654	837	853	804
149231	Southern Illinois University-Edwardsville	746	818	879	738	755	787
221740	The University of Tennessee-Chattanooga	608	666	683	882	907	749
126580	University of Colorado Colorado Springs	655	642	582	481	580	588
227881	Sam Houston State University	296	318	442	584	604	449
200004	Western Carolina University	210	227	216	283	240	235

Instructional Expenditure Per FTE							
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
147703	Northern Illinois University	13,686	14,104	15,246	13,492	14,697	14,245
149231	Southern Illinois University-Edwardsville	12,777	13,522	14,761	12,862	13,961	13,577
178402	University of Missouri-Kansas City	12,992	13,714	13,926	13,422	12,168	13,244
220075	East Tennessee State University	11,490	12,381	12,489	12,810	13,292	12,492
198464	East Carolina University	11,165	11,707	11,305	11,898	11,977	11,610
200800	University of Akron Main Campus	9,285	10,572	10,125	10,531	10,436	10,190
219471	University of South Dakota	9,928	10,182	9,911	10,011	10,517	10,110
206604	Wright State University-Main Campus	9,524	10,860	10,814	8,076	11,068	10,068
230728	Utah State University	8,931	9,489	10,613	10,671	10,338	10,008
180489	The University of Montana	9,297	9,899	10,317	9,787	10,340	9,928
220862	University of Memphis	10,145	9,820	10,057	10,002	9,360	9,877
178420	University of Missouri-St Louis	9,600	9,876	9,635	10,188	9,520	9,764
237525	Marshall University	9,180	9,242	9,198	9,501	10,432	9,511
102094	University of South Alabama	9,108	9,082	9,758	9,602	9,509	9,412
100706	University of Alabama in Huntsville	10,558	9,748	9,242	8,488	8,320	9,271
202134	Cleveland State University	9,045	9,773	7,645	9,561	9,969	9,199
199148	University of North Carolina at Greensboro	8,092	8,944	9,213	9,365	9,534	9,030
169248	Central Michigan University	8,784	8,551	8,529	8,990	9,254	8,822
126580	University of Colorado Colorado Springs	7,984	7,926	8,204	8,478	8,759	8,270
221740	The University of Tennessee-Chattanooga	7,412	7,890	8,118	8,677	8,718	8,163
200004	Western Carolina University	8,206	8,177	7,590	7,446	7,402	7,764
156125	Wichita State University	6,345	7,543	7,629	8,152	8,293	7,592
160658	University of Louisiana at Lafayette	6,596	7,588	7,330	7,897	8,196	7,521
227881	Sam Houston State University	6,237	6,570	6,500	6,684	6,885	6,575
106458	Arkansas State University	5,526	5,276	5,681	5,162	5,604	5,450

	Graduation Rate						
IPEDS ID	Institution Name	2016	2017	2018	2019	2020	AVG
198464	East Carolina University	61	62	65	66	65	63.8
200004	Western Carolina University	57	59	62	62	64	60.8
169248	Central Michigan University	57	58	62	61	64	60.4
219471	University of South Dakota	55	55	58	59	60	57.4
199148	University of North Carolina at Greensboro	54	54	53	59	59	55.8
178420	University of Missouri-St Louis	53	56	52	52	56	53.8
227881	Sam Houston State University	51	51	52	54	58	53.2
100706	University of Alabama in Huntsville	49	49	52	58	57	53
149231	Southern Illinois University-Edwardsville	48	49	49	51	54	50.2
230728	Utah State University	47	50	50	54	50	50.2
178402	University of Missouri-Kansas City	49	48	49	50	54	50
106458	Arkansas State University	45	48	48	53	53	49.4
237525	Marshall University	45	49	46	49	50	47.8
160658	University of Louisiana at Lafayette	45	44	48	51	51	47.8
156125	Wichita State University	46	48	47	50	48	47.8
220862	University of Memphis	42	43	48	53	52	47.6
147703	Northern Illinois University	47	45	46	49	48	47
221740	The University of Tennessee-Chattanooga	44	45	48	48	50	47
220075	East Tennessee State University	40	41	45	50	50	45.2
180489	The University of Montana	45	46	46	45	44	45.2
126580	University of Colorado Colorado Springs	47	43	45	45	45	45
202134	Cleveland State University	41	43	45	46	48	44.6
102094	University of South Alabama	38	40	44	46	45	42.6
200800	University of Akron Main Campus	38	38	39	46	48	41.8
206604	Wright State University-Main Campus	36	36	39	45	43	39.8

ETSU Peer Group 2022 – Proposed

Institution	Average Rank
University of South Alabama*	4.38
University of North Carolina at Greensboro*	4.33
Marshall University*	4.19
Northern Illinois University	4.13
Western Carolina University	4.12
University of Memphis	4.00
Wright State University - Main Campus*	4.00
University of Louisiana at Lafayette	4.00
University of Tennessee - Chattanooga	3.96
East Carolina University*	3.93
Central Michigan University*	3.88
The University of Montana	3.85
Wichita State University	3.85
University of Missouri - Kansas City*	3.85
Arkansas State University	3.78

Indicates current peer

- **Peer Selection Process**
  - Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
  - Formal presentation of potential peers and methodology, to various stakeholders with discussion and feedback
  - Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
  - Combined analysis produced 15 peers for consideration

Peer Group - Guiding Questions

- Do you think this is the right group for assessing ETSU's performance over the next decade?

- Does the list contain the right mix of aspirational, jurisdictional, and competitor institutions?

EAST TENNESSEE STATE
UNIVERSITY

East Tennessee State University
Key Performance Indicator Development

Key Performance Indicators – Potential Categories

- Enrollment
- Student Success
- Post-Graduation Outcomes
- Equity and Inclusion
- Research
- Faculty/Staff
- Finance
- Facilities

Key Performance Indicators - Current

East Tennessee State University Strategic Plan Tracking Dashboard November 2021				
Category/Metric	Value 2016	Value 2021	Goal 2026	Status
University Enrollment				
Freshmen Applications	6,672	8,565	12,000	↑
First-year Average ACT Score	23.2	23.4	24	↑
First-time Freshmen	1,886	1,856	3,000	↔
First-time Transfers	1,027	1,137	2,000	↑
Undergraduate Enrollment	11,065	10,309	15,800	↓
Graduate Enrollment	2,354	2,425	2,854	↑
Out-of-State Enrollment	2,180	2,252	2,500	↑
International Enrollment	646	265	1,000	↓
Overall University Enrollment	14,285	13,543	18,000	↓
Research and Service				
Research Expenditures	$11,395,380	$11,119,000	TBD	↑
Externally Sponsored Research	$7,653,066	$16,054,862	TBD	↑
Extramural Funding Proposals - Submitted	$94,438,572	$158,952,772	TBD	↑
Extramural Funding Proposals - Funded	$38,811,378	$82,133,208	$60,000,000	↑
Stewardship of Place				
Number of Service Hours	48,707	-	TBD	-
Patient Encounters	414,493	356,170	TBD	↔
Total Funds Raised - Giving	$7,400,000	$35,075,947	$25,000,000	↑
Percent Alumni Giving	3.5%	2.9%	10%	↓

Key Performance Indicators - Current

East Tennessee State University Strategic Plan Tracking Dashboard November 2021				
Category/Metric	Value 2016	Value 2021	Goal 2026	Status
Student Success				
Retention Rate	71.3%	67.0%	85%	↑
Graduation Rate	40.1%	51.0%	60%	↑
Graduation Rate - Male	37.2%	42.7%	60%	↑
Graduation Rate - Female	42.3%	57.1%	60%	↑
Equity and Inclusion				
Student Race/Ethnicity % Non-White	18.7%	23.9%	33.0%	↑
Graduation Rate Non-White	31.4%	38.9%	60.0%	↑
Students - Percent Female	58.2%	63.5%	TBD	↔
Students - Percent Male	41.8%	36.5%	TBD	↔
Full-time Staff - Percent Female	57.4%	58.0%	TBD	↔
Full-time Staff - Percent Non-White	15.3%	13.0%	TBD	↔
Teaching Environment				
Total Instructional Faculty - Main Campus	942	926	TBD	↑
Percent Full-time Faculty - Main Campus	62.0%	62.0%	TBD	↑
Student-to-Faculty Ratio - Main Campus	15.9	16	18	↔
Empowering Employees				
Great Colleges to Work For Rating	61.0%	70.0%	77% Favorability	↑
Voluntary Staff Turnover	9.2%	10.6%	TBD	↓

Proposed Key Performance Indicators

- Enrollment
  - Freshmen Applications
  - First-year Average ACT
  - First-time Transfers
  - First-time Freshmen
  - Dual Enrollment
  - Undergraduate Enrollment (HC & FTE)
  - Graduate Enrollment (HC & FTE)
  - International Enrollment
  - Out-of-State Enrollment
  - Overall Enrollment
  - Percent Female/Male
  - Percent Receiving Financial Aid

- Student Success
  - Percent Students Living on Campus
  - First-time Freshmen Retention Rate
  - Credit Progression (30/60/90)
  - Percent of Dual Enrollment students enrolled as first-time freshmen
  - First-time Freshmen Graduation Rate
  - Post graduation outcomes
   - Employed
    - Continuing Education

Proposed Key Performance Indicators Continued

- Campus Environment
  - Great Colleges to Work For
  - Voluntary Staff Turnover
  - Student-to-Faculty Ratio
  - Percent Full-time Faculty
- Fiscal Sustainability
  - Composite Financial Index
  - Net Revenue
  - Reserves as a percent of E&G
  - Discount Rate
  - Deferred Maintenance - Value

- Research & Service
  - Externally sponsored awards
  - Research awards
  - Value of proposals submitted
  - Value of proposals funded
  - Research Expenditures (HERD)
- Stewardship of Place
  - Service Hours
  - Patient Visits
  - Martin Center Ticket Sales
  - Attendance Athletic Events
  - Total Funds Raised - Giving

Post Graduation Outcomes – Class of 2020

- 73.5% Working
- 18% Cont. Ed
- 8% Looking
- 1% Not Looking
- 0.5% Military
- 5.5% Response
- 3,000+ Surveys
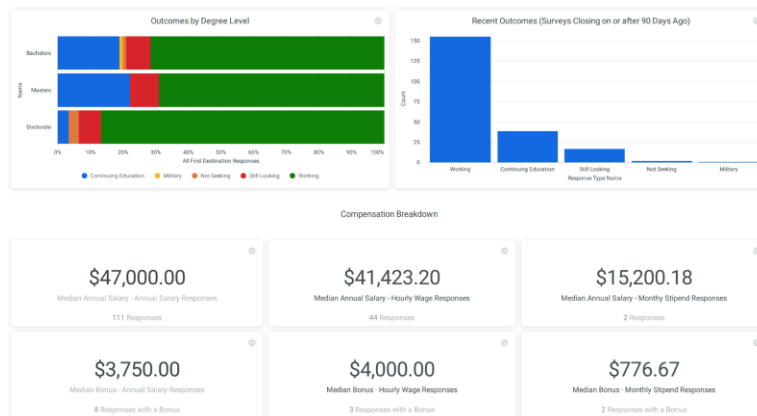
Excludes HEP data (purchased data from LinkedIn etc.) that was used for the class of 2019 but will acquire this summer and update for BOT

KPI - Guiding Questions

- If you were to describe an institution of higher education what variables would you use?

- Does the proposed set of KPIs provide sufficient insight for the board to understand and evaluate institutional performance?

- Does the proposed set of KPIs align with the Committee for 125 Chapter II vision approved by the board?

Next Steps – Fall 2022

- Finalize Operational Definitions of KPIs

- Develop dashboard of KPIs

- Ensure internal metrics of performance are aligned with institutional KPIs

- Report of institutional performance at every board meeting

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: September 16, 2022

ITEM: Community Update and Discussion

PRESENTED BY: Brian Noland
                                   President

Cathy Ball was named to the position of city manager for Johnson City by the Board of Commissioners in Fall 2021 following a nationwide search. Prior to coming to Johnson City, Ball served as the assistant city manager for the City of Asheville, North Carolina, and previously served as the City's interim city manager. During her tenure in Asheville, she led several initiatives such as planning and urban design, community and economic development, public works, parks and recreation, transportation, capital projects and water resources. The city manager, who is appointed by the City Commission, serves as the chief administrative officer for Johnson City.

Ms. Ball will provide an overview of multiple initiatives underway across Johnson City such as workforce development, economic diversification, infrastructure enhancements, and the West Walnut Street project. The $30 million overhaul of West Walnut Street is designed to boost investment along the corridor and strengthen the connection between downtown and East Tennessee State University.

This multi-year project will replace utilities, enhance streetscapes, and create a pedestrian friendly environment in an area critical to the future development of ETSU. As part of this effort, the City is also renovating the former Ashe Street Courthouse with plans to utilize the facility in a manner that enhances economic and community development. Given the importance of these projects to ETSU, Dr. Noland will facilitate a discussion with Ms. Ball and the Trustees regarding opportunities for ETSU to support this initiative.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

September 16, 2022
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, September 16, 2022, at 1:30 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I.   Call to Order

Board Chair Dr. Linda Latimer called the meeting to order at 1:30 p.m. and thanked those attending. The chair distributed a document outlining significant university accomplishments, highlighting the following:

- 2,056 first-year students joined the campus community less than a month ago, making ETSU's incoming class one of the largest in the institution's history.
- The University recently welcomed more than 60 new faculty members during its annual Faculty Convocation ceremony. At the event, the distinguished awards for teaching, research, and service were afforded to Dr. Cerone Foster, Dr. Kate Beatty, and Ashley Sergiadis respectively.
- ETSU continues to deepen its research efforts across a variety of disciplines.
- ETSU was named by Forbes Magazine as one of America's Best Employers.
- The ETSU Research Corporation will be hosting a Bioeconomic Symposium on October 27th. The chair encouraged trustee participation to learn more about this emerging technology.

II.   Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees present were:
        Trustee Charles Allen, Jr.
        Trustee Allen Archer
        Trustee Janet Ayers
        Trustee Steven DeCarlo
        Trustee Dr. Virginia Foley

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

Dr. Green informed Board Chair Dr. Latimer that a quorum was present.

III. Public Comment

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

IV. Approval of Minutes from April 22, 2022

The minutes of the Board of Trustees Meeting of April 22, 2022, were approved as submitted, with Trustee Ayers making the motion to approve and Trustee Steagall-Jones seconding the motion. The motion was passed unanimously.

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

Committee Chair Janet Ayers provided an overview of the items presented to the Academic, Research, and Student Success Committee including:

- Provost Kimberly McCorkle presented a recommendation for tenure upon appointment for three faculty members. The committee unanimously approved this recommendation.
- The committee received an update on academic actions occurring between January 1 and July 31, 2022. Through the university's curriculum review process, 37 actions were reviewed and approved.
- Dr. David Linville presented an executive summary of the Annual Institutional Review for Graduate Medical Education, including the years 2019-20 and 2020-21.
- Provost Kimberly McCorkle and Dr. Cheri Clavier updated the committee on the timeline and process for the university's reaffirmation of accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).
- An overview of the university's support for Military and Veterans Services affiliated students was provided by Col. (R) Dan Bishop.
- Mr. David Golden and Dr. Stephen Marshall presented an update on the ETSU Research Corporation.

VI. Report from the Finance and Administration Committee

Committee Chair Steven DeCarlo presented the Finance and Administration Committee's report to the board including:

- The committee received an update from Dr. Heather Levesque on the passage of the HOPE Expansion Bill that led to a change in the tuition rate for Dual Enrollment students. The committee approved a new hourly tuition rate of $538.65. The committee also authorized the university president to adjust fees and tuition for Dual Enrollment courses in response to Tennessee Student Assistance Corporation actions.
- On behalf of the Quillen College of Medicine, staff requested revised summer term tuition rates beginning in the summer of 2023. A rate of $2,200 for two equal, short summer terms and $4,000 for a longer, more complex course was approved.
- Dr. Joe Sherlin and Ms. Laura Bailey provided an update related to residence halls. Housing rates for fiscal years 2024-27 were presented and approved by the committee with the understanding that future adjustments to rates will be proposed based on renovation schedule and market and inflation analysis. Staff reserve the right to bring future rate adjustments to the Board of Trustees based upon changing market conditions.
- Staff provided a financial update comparing operating revenues and expenditures from June 2021 to June 2022 and reviewed contracts and agreements over $250,000 for the fourth quarter of fiscal year 2022.
- Staff provided an update of the ETSU Foundation revealing a record year of giving in fiscal year 2022.
- Staff provided an update on capital projects and facilities.

VII. Report from the Audit Committee

Committee Chair Steagall-Jones presented the Audit Committee report noting the following:
- Ms. Rebecca Lewis presented the audit plan for 2023, which the committee approved.
- The committee received a summary of audits and investigations conducted from April to August 2022 as well as an annual report on Audit Functions for FY 2022.
- ETSU Internal Audit employee profiles were presented and approved by the committee, and the operating budget for the Office of Internal Audit was shared as an information item.
- Committee members received an update on the Institute of Internal Auditors requirement that the Office of Internal Audit undergo an external evaluation every five years. Committee Chair Steagall-Jones stated that she is comfortable with the self-assessment, barring any other suggestions from the committee.

VIII.   **Consent Agenda**

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

IX.   **Action Item: Library Fines Rule**

Dr. Mark Fulks, University Counsel, presented the Library Fines Rule. The rule, background, and previous board approval were fully detailed in the agenda materials. The Library Fines Rule was approved as submitted, with Trustee Grisham making the motion and Trustee Ramsey seconding the motion. After a roll call vote, the motion passed unanimously.

X.   **Roan Scholars Leadership Program Update**

LTC (R) Scott Jeffress, Executive Director of the Roan Scholars Leadership Program, provided an update on ETSU's premier leadership-focused scholarship program. Since Mr. Louis Gump, the founder of the Roan Scholars Leadership Program, first introduced the idea for the program in 1997, its mission has been to challenge, inspire, and connect Roan Scholars so they can realize their potential to impact the region and beyond in a positive manner. In the fall of 2000, the first Roan Scholars arrived on campus. There are 91 Roan alumni and 31 Roan Scholars currently on campus. Highlights from the presentation included:

- The scholarship is available for students from Northeast Tennessee, Southwest Virginia, and Western North Carolina.
- More than 300 students applied for the program this year, and nearly 120 were interviewed. Even though fewer than 10 of the 120 candidates were selected for the program, almost two-thirds enrolled at ETSU this fall.
- Of the 91 Roan alums, 60 percent live and work in the Appalachian Highlands, and more than 90 percent have made a gift to the program.
- Through programs such as Alternative Breaks, Summer of Service, leadership conferences, corporate site visits, study abroad, and mentorship, the Roan Development Model emphasizes high-impact, hands-on learning for the whole year. Class-based programs include the Outdoor Leadership Challenge, Roan seminars, and leadership learning experiences.
- All-Scholar programs include Roan Impact Focus, Physical Vigor Weekend, and Leadership Voices.
- Rising juniors and seniors can now apply for the Extraordinary Opportunity Grant, thanks to a generous contribution from Eastman Credit Union. This grant will help them

pursue meaningful experiences outside the classroom that will help advance their career and personal goals while removing financial barriers.

- Future plans call for increasing the number of Roan Scholars per class to ten, expanding geographically to a 250-300 mile radius, refining the development model, and securing the financial future.

Mr. Gump intended for the Roan Scholars Program to be primarily self-funded. Today, the endowment ($6.5 million), combined with university support (which provides matching scholarship funds), helps maximize donor contributions.

XI. ETSU Peer Institutions and KPIs Discussion

Dr. Michael Hoff, University Chief Planning Officer, presented the process used to select the preliminary list of peer institutions and Key Performance Indicators (KPIs) for the board's consideration. As part of the implementation efforts associated with the work of the Committee for 125 Chapter II, the Board of Trustees suggested creating a new set of institutional peers. These peer institutions will be used to measure and assess institutional progress around a series of performance metrics that are present and aspirational in nature and aligned with the vision of the Committee for 125.II.

The proposed ETSU peer group for 2022 was included in agenda materials, and the peer selection process included the following methodology:

- Quantitative analysis using peer data set from IPEDS data submissions – produced 18 potential peers
- Formal presentation of potential peers and methodology to various stakeholders with discussion and feedback
- Revised peer group of 23 institutions circulated among university leaders, faculty, and staff for ranking
- Combined analysis produced 15 peers for consideration

When asked to elaborate on the methodology and the process used to identify the peers selected, Dr. Hoff stated that staff utilized a clustering method, which examines each institution based on those 38 criteria, assesses them on all variables using a three-year average, and then groups them around statistically comparable institutions. Dr. Hoff stated that follow-up analysis could be provided. President Noland added that the overall level of funding is not included when calculating peers. The institution does not pick peers with similar levels of state support per FTE; it is looking at peers of a similar size, degree mix, and regional clustering, which drives the outcome.

Next, Dr. Hoff discussed Key Performance Indicators (KPI) development. Potential categories include enrollment, student success, post-graduation outcomes, equity and inclusion, research, faculty/staff, finance, and facilities. Proposed KPIs and post-graduation outcomes for the class of 2020 were included in agenda materials. The next steps are to finalize operational definitions of KPIs, develop a dashboard of KPIs, ensure internal metrics of performance are aligned with institutional KPIs, and provide a report of institutional performance at every board meeting. The final peer set and KPIs will be provided for approval at the November 2022 Board of Trustees meeting.

Dr. Hoff was asked to name the three most important KPIs that indicate the need for action. From the institution's perspective, he said the three things he thinks about the most are first-time freshmen, graduation rates, and net revenue. Dr. Hoff was also asked if an online enrollment KPI should be included as one of the points of delineation. He responded that the university needs to be more committed and specific about developing online programs and coding students as online students. Currently, a number of courses are taken online by students who are not typically considered online students. Some institutional effort will be required to include this in the KPI. Further discussion ensued regarding KPI variables.

XII. Community Update and Discussion

Mr. Joe Wise, Mayor of Johnson City, and Ms. Cathy Ball, City Manager, presented a community update providing an overview of multiple initiatives underway across Johnson City including:

- The West Walnut Street Taskforce was established nearly 10 years ago, community and business leaders recognized the significance of the corridor between ETSU and downtown Johnson City. Significant progress has already been accomplished, and ETSU has actively participated in this project.
- Ms. Ball presented a report on the city's infrastructure investments and opportunities in the West Walnut Corridor. Johnson City has invested $41 million in this corridor to take utilities underground, make stormwater improvements, and build infrastructure. Smart poles, pedestrian walkways, bike paths, and green spaces are among the many proposed improvements. The city manager also displayed several architectural renderings of how the corridor might look once the project is completed.
- The Model Mill Project was a significant investment by Summers-Taylor Inc., and the anchor space on West Walnut Street will serve as a catalyst for future development along the corridor.
- Ms. Ball also spoke about the Ashe Street Courthouse. The Governor included $5 million in the FY 2022 budget for the historic building's restoration. This space is intended as an incubator and accelerator for rural health research. There are numerous

opportunities for the city and ETSU to collaborate with the community while ensuring this space is used for the public's benefit while meeting the Governor's requirements. Work is already underway on this project.

- Presenters also noted that resources exist to help make the area more attractive for redevelopment. The entire corridor is contained within an opportunity zone allowing businesses to defer capital gains until 2026. Gain forgiveness can eliminate 15 percent of the gain forever, with the remaining 85 percent deferred until 2026. Tax-free appreciation of investments will be deferred until 2047.

President Noland welcomed the opportunity to hear from Mayor Wise and Ms. Ball about how the university can help the city bring this project to fruition. The mayor emphasized the uniqueness of the opportunity zone for those who have a philanthropic interest in ETSU but also have tax considerations; there is a $41 million public investment opportunity by way of right-of-way and infrastructure, with the federal tax programs that can incentivize. The city manager added that now is the perfect time to sit down with other stakeholders along the corridor and discuss how to make this happen.

Topics of discussion are included:

- Presenters were asked about the completion date for the West Market Street Corridor. According to Ms. Ball, new construction in the corridor can occur alongside ongoing projects. Property owners regularly communicate with the city; however, their eagerness to move forward with new construction is a factor. The mayor said it is important to distinguish between the right-of-way, infrastructure, Ashe Street Courthouse, and other tracks when looking at a timeframe. Some aspects of the plan are outside the city and task force's control, and Mayor Wise estimates the project could take five to 10 years longer than anticipated.
- Ms. Ball was also asked to elaborate on Rural Health Research as related to the Ashe Street Courthouse renovation. Ensuring that the project improves the rural health of the community is a top priority, and the city is committed to it, stated Ms. Ball. Discussions are in progress with ETSU regarding the plan, and a request for proposals will be extended to interested parties.

XIII. President's Report

President Noland's address to the board offered an update on ETSU's progress with the Committee for 125 Chapter II strategic plan focused on Access, Success, and Impact.

Access updates included:

- The President affirmed that the university had launched the Enhance Bridge programs for underrepresented students that couple pre-enrollment services with mentoring throughout the freshman and sophomore years. The program's participation was expanded in the fall, and the program participants had a retention rate of 85 percent, which was higher than the traditional undergraduate population.
- The number of Military-Affiliated students at ETSU is currently 750, while the number at Middle Tennessee State University is 1,100. Col. Bishop is looking to drive performance in this area to surpass MTSU. In-state tuition has been restructured, and the Office of Military and Veteran Services has rebranded.
- Capital Plan projects underway include Brown Hall, construction of the academic building, the ETSU Health facility on the Innovation Campus, and Lamb Hall. All other projects are expected to move forward within the next four years.
- Within the next year and a half, the Board will be presented with proposals for innovative programs such as health care administration, mechatronics, hospitality and tourism, and synthetic biology.
- Provost McCorkle is actively engaged with college deans to identify a third-party partner to assist the university in taking online degree programs to market.
- The Appalachian Highlands Center for Nursing Advancement, funded by Ballad Health, will develop pipeline programs for high school students across the region.
- Dr. Block in the Quillen College of Medicine recently launched the EQUIP program, designed to position students from rural and underserved areas who are interested in attending ETSU.
- In the spring of 2023, a P-20 initiative will be launched to improve college-going rates, K12 principal leadership, and transfer and articulation with the university's CTC partners.

Success updates included:

- ETSU received nearly $11 million this summer for seven USDOE TRIO grant programs to support the center. middle schoolers, high schoolers, college students, adults, and veterans can participate. ETSU has 10 TRIO grants and is one of five colleges that offer all seven TRIO programs.
- Planning for the Comprehensive Student Success Center will align with ETSU's Moonshot initiative—efforts to close achievement gaps and enhance student success.
- The peer selection process is underway, and final institutional peers and KPIs will be presented to the Board of Trustees at their fall 2022 Quarterly Board meeting.
- Staff is working on updating the Strategic Facilities Master Plan, which will be presented to the Board of Trustees for approval in 2023.

- In the next few months, Provost McCorkle will start a process to redesign and update the general education curriculum.
- According to the Great Colleges to Work For Survey, ETSU has the highest level of employee satisfaction across all categories that faculty and staff have ever reflected at the institution. Additionally, ETSU was named to Forbes' list of America's Best Employers in 2022.

Impact updates included:

- Huron consultants have spent the majority of this year reviewing the university's budget model to identify areas for assessment and improvement. The Huron Phase I study will be presented to campus in the coming weeks. The Huron Phase II report will be presented to the campus in the middle of the semester. ETSU will begin the phased implementation of process and structural efficiencies during the 2022-23 academic year.
- The Oracle ERP implementation process is underway.
- ETSU has been accepted as a member of the Association & Land-Grant Universities, effective summer 2022.
- Staff will recommend a four percent across-the-board salary increase for the Board's consideration in November 2022.

Next, President Noland invited Mr. David Golden, CEO of the ETSU Research Corporation, to provide a summary of current economic development work led by the Research Corporation. A few years ago, the Research Corporation predicted that bioindustrial manufacturing and synthetic biology would be the next big deal. The Research Corporation collaborated with BioBuilder to add synthetic biology to conventional biology education. In addition, they worked with the Niswonger Foundation to develop a high school biology course that is currently offered in 19 high schools in Northeast Tennessee. ETSU is the only institution in the world to do this. As a result, this university made headlines at SynBioBeta, the largest conference event of its sort in Silicon Valley. Mr. Golden also spoke about partnerships with Omega, a non-profit bioindustrial manufacturing initiative started by the Department of Defense, and BioMADE, a bioindustrial manufacturing innovation institute.

President Noland concluded his remarks by reading a letter he received regarding the death of Dr. Thomas Townsend noting the impact Dr. Townsend had on the lives of families across the region.

XIV. Other Business

No other business was discussed.

XV. Executive Session

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

XVI. Adjournment

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

Respectfully submitted,

Adam Green
Secretary of the Board of Trustees

Approved by the Board of Trustees at its November 18, 2022 meeting.