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4-5-2024

2024 April 5 - Board of Trustees Finance and Administration Committee

Board of Trustees, East Tennessee State University

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EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE
APRIL 2024 CALLED MEETING

10 – 11 a.m. EDT
Friday
April 5, 2024

Telephonic/Zoom Meeting
President's Conference Room
1276 Gilbreath Drive
Johnson City, TN

COMMITTEE MEMBERS

Steve DeCarlo, Committee Chair
Charles Allen, Jr.
Dorothy Grisham
Dr. Linda Latimer
Ron Ramsey
Aamir Shaikh

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AGENDA

- I. Call to Order
- II. Roll Call
- III. [Information Item: Parking and Infrastructure Update](#) – *Ross* (10 minutes)
- IV. [Action Item: Approval of Tuition and Mandatory Fees for FY25](#) – *Graham* (10 minutes)
- V. [Action Item: Approval of Pharmacy Tuition for FY25](#) – *Graham* (5 minutes)
- VI. [Action Item: Approval of Fixed Price for Online Master's in Public Administration Tuition](#) – *Graham* (5 minutes)
- VII. [Action Item: Approval of Salary Pools for FY25](#) – *Graham* (10 minutes)
- VIII. [Discussion of Spring Estimated and July Proposed Budgets](#) – *Graham* (10 minutes)
- IX. Other Business
- X. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

April 5, 2024
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee conducted a called meeting on Friday, April 5, 2024, in the President's Conference Room in Burgin E. Dossett Hall on the ETSU campus.

I. Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 10 a.m.

II. Roll Call

Given that Trustees participated remotely by electronic means, Board Secretary Dr. Adam Green began the meeting in accordance with Tennessee Code 8-44-108, section (c) (3). Dr. Green asked each committee member if they could clearly hear the proceedings and if anyone else was present in the room. Chair DeCarlo, Trustee Dorothy Grisham, Trustee Dr. Linda Latimer, Trustee Ron Ramsey, and Trustee Aamir Shaikh all indicated that they were able to hear the proceedings and that no other persons were in the room with them.

Dr. Green reported to Chair DeCarlo that he did not detect a physical quorum present but that a quorum did exist by the inclusion of those members participating by electronic means. In accordance with Tennessee Code 8-44-108, section (b) (2), Dr. Green offered up to the committee the following circumstances which necessitated the reason for the holding of such a meeting:

- It was necessary for the Finance and Administration Committee of the Board to review and approve undergraduate tuition and fees, the proposed salary pool for Fiscal Year 2025, and to review the budget proposal for 2024-25 prior to the full Board of Trustees meeting on May 24.
- The prompt necessity of this committee's meeting did not provide adequate time for this committee's membership to make necessary arrangements to be physically present for a quorum.

For these reasons, Dr. Green contended that participation by a quorum of the committee members by electronic or other means of communication was necessary. Consequently, Dr. Green asked that a motion be made and a roll call vote be taken for a determination on the necessity of holding the meeting. He indicated that an affirmative vote will signify that a necessity does exist for the meeting to proceed, adding that a dissenting vote would signify that a necessity does not exist for the meeting to continue.

Trustee Grisham made a motion that the necessity does exist to have the meeting. Trustee Ramsey seconded the motion. The motion passed unanimously by a roll call vote.

Dr. Green then informed Chair DeCarlo that in addition to the committee members present, Trustees Melissa Steagall-Jones, Dr. Steph Frye-Clark, and Janet Ayers were participating in the meeting.

III. Information Item: Parking and Infrastructure Update

Mr. Jeremy Ross, ETSU's Chief Operating Officer, presented an overview of ETSU's parking conditions, access, and infrastructure. In February 2024, ETSU engaged Walker Consultants to perform a high-level evaluation for the main campus. This overview looked at several aspects of parking, including efficiency, opportunities to enhance comfort, accessibility, convenience, and maintenance of infrastructure and resources.

Mr. Ross reported that the consultants found that parking revenues did not align with rising costs. It has been six years since ETSU has increased revenue opportunities for parking. In that same timeframe, the cost to maintain infrastructure has tripled and in many cases quadrupled. He also provided comparisons of ETSU parking rates with other institutions, demonstrating that ETSU's parking rates are lower than its peers. After examining these factors, as well as projected revenues and expenditures and an overview of parking garage maintenance projections, Mr. Ross presented a list of 13 recommendations from the consultant that included the following three items pertaining to fees and parking permits that would help align revenue with rising costs:

- Existing parking student access fee change from \$70 to \$80 per semester.
- Optional parking permit for students at \$50 per semester.
- Optional parking permit for faculty at \$120 per year.

Mr. Ross responded to several questions from Board members, noting ETSU's commitment to accessible parking, exploration of additional trolley and shuttle usage, potential for future consideration of commuter and non-commuter parking. Finally, Chairman DeCarlo and Trustee Shaikh reiterated the importance of a communication plan for these proposed changes.

ETSU Chief Financial Officer Christy Graham mentioned to the Board that this presentation was an information item to prepare the Trustees for the discussion of the next agenda item,

Tuition and Mandatory Fees for FY25, as fee changes would be included in that proposal for consideration. ETSU President Dr. Brian Noland also added that a formal and complete plan for parking would be presented to the Board of Trustees in the master plan to be presented in the fall.

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

Chief Financial Officer Christy Graham presented the recommended tuition and mandatory fees for the 2024-25 academic year. She covered the criteria that were considered in the proposal, which included the level of state support; total cost of attendance; efforts to mitigate the financial impact on students; THEC binding tuition and mandatory fees ranges; and other factors, such as projected university enrollment and university enrollment goals, market and cost factors for higher education, new program or facility costs, and costs related to operations, programs or student or individual costs. THEC proposed a 0-4% tuition and mandatory fee limit at the November 2023 meeting and will vote on this at its May 2024 meeting.

Staff is proposing a 3.8% increase in total tuition and mandatory fees for all classes of undergraduate students on the main campus. This is a 4.15% increase in tuition and 2.4% increase in mandatory fees, for a total increase to the full-time, undergraduate student of \$165 per semester for tuition and \$24 per semester for fees. She added that the tuition increases over the past five years have included two years at 0%.

Staff is recommending an additional \$15 increase for new border state students, and a similar percentage increase for out-of-state and graduate tuition. Assuming constant enrollment, this should result in an increase in revenue of \$4.2 million, which will help fund the campus portion of the salary pool of \$2.2 million, as well as increased benefit costs, faculty tenure and promotion, and other inflationary increases.

The mandatory fee increase includes a \$10 increase for the Center for Physical Activity and \$4 for operational costs at the Post Office. The other \$10 increase is to move the current parking fee to an infrastructure fee and introducing the optional parking pass for students. The proposed 3.8% tuition increase keeps ETSU's undergraduate tuition and fees of \$10,328 at the average for state institutions.

Ms. Graham noted that once the Committee approves tuition and fees, staff will provide notice to the campus of the proposed tuition and mandatory fees increase for the 2024-25 academic year. The public notice will be posted for at least 15 days, and the full board will take action on tuition and mandatory fees at its May 24, 2024, meeting. This action will be informed by the public feedback process and staff may make changes to these proposals based upon formal and information feedback.

Trustee Latimer made a motion to approve the proposed tuition and mandatory fees for 2024-25. Trustee Grisham seconded the motion, which passed unanimously by a roll call vote.

V. Action Item: Approval of Pharmacy Tuition for FY25

Ms. Graham reported that due to the FY24 state appropriation for the Bill Gatton College of Pharmacy the college was able to lower tuition rates to create revised in-state and out-of-state rates. She recommended a 0% increase in the Bill Gatton College of Pharmacy tuition rate for the 2024-25 academic year in an attempt to maintain a competitive position with other colleges of pharmacy. The college will rely on reserves and minimizing operational expenses to balance its budget while continuing to pursue additional assistance from the state.

Trustee Latimer made a motion to approve the 0% increase, and it was seconded by Trustee Grisham. The motion passed unanimously by a roll call vote.

VI. Action Item: Approval of Fixed Price for Online Master of Public Administration Tuition

The ETSU Board of Trustees approved a fixed price model for the launch of a fully online Master of Public Administration in fall 2021. This model fixed the tuition and mandatory fee rate for each cohort for three years. Ms. Graham indicated that the college requests approval to continue a fixed price tuition model for the next three academic years at a proposed rate of \$600 per credit hour for the next three student cohorts. The model includes components of tuition at \$507, a \$33 program fee, a \$10 course fee, and a \$50 online fee.

Trustee Grisham made a motion to approve the fixed price for the online Master of Public Administration Tuition for academic years 2024-25, 2025-26, and 2026-27. Trustee Latimer seconded the motion, and it passed unanimously by a roll call vote.

VII. Action Item: Approval of Salary Pools for FY25

Ms. Graham indicated that Tennessee Governor Bill Lee's 2024-25 budget proposal included an appropriation for a 3 percent salary pool. The state historically funds 55 percent of the salary pool, and the remainder is funded by institutional resources. A 3 percent salary pool for the main campus will require approximately \$5 million to fully fund the salary pool. The Governor's proposed budget includes \$2.8 million of increased resources as the state portion; the remaining \$2.2 million will need to come from other resources or efficiencies.

With the uncertainty of fall enrollment, staff is recommending the establishment of the full 3 percent salary pool in the budget, but delaying the implementation until November when fall enrollment is finalized. This methodology was implemented for the current fiscal year. Concurrently, staff is reviewing how the salary pool will be distributed with an aspiration to bring salaries to market rates. President Noland described work being done on campus to adjust salary ranges, job families, and scales, as well as improve efficiencies to deepen salary enhancements beyond the 3 percent pool.

Trustee Frye-Clark thanked Dr. Noland for addressing salaries and asked the university to consider examining the issue of salary compression.

Trustee Latimer made a motion to approve the salary pools for FY25. Trustee Grisham seconded the motion, which passed unanimously by a roll call vote.

VIII. Discussion of Spring Estimated and July Proposed Budgets

Ms. Graham presented a preliminary budget as an informational item that will be discussed further at the May 2024 board meeting. The preliminary budget includes the 3.8% tuition and mandatory fee increase, as well as the 3% salary pool. It also includes the Governor's recommended state appropriation amount. The state budget and binding tuition amount will not be confirmed until May. She noted that ETSU is in the process of conducting budget hearings, which should conclude next week.

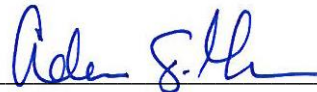
X. Other Business

There was no other business to come before the committee.

XI. Adjournment

Chairman DeCarlo adjourned the meeting at 11:12 a.m.

Respectfully submitted,



Adam Green
Secretary of the Board of Trustees

Approved by the Board of Trustees at its May 24, 2024 meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 5, 2024

ITEM: Parking and Infrastructure Update

COMMITTEE: Finance and Administration Committee

PRESENTED BY: Jeremy Ross
Chief Operating Officer

Staff will provide an overview of East Tennessee State University's recent parking consultant evaluation. In February 2024, ETSU engaged Walker Consultants to perform a high-level evaluation for the main campus. This overview includes existing parking system conditions, identification of critical key takeaways, and recommendations for ETSU to consider for improving the campus parking systems and infrastructure.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 5, 2024

ITEM: Approval of Tuition and Mandatory Fees for FY25

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Board of Trustees must evaluate certain criteria when considering an increase in tuition and mandatory fees. Those criteria include:

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

Staff has outlined the current year assessment of these criteria as follows:

1. **Level of state support** – THEC based tuition models on a core Consumer Price Index of 4.0 percent and flat enrollment. THEC did not include a salary allocation in their request for new state operating revenues. The inflation factor for the three state supported units at ETSU equates to an appropriation increase of \$1.2 million.
2. **Total cost of attendance** – Tuition and fees increased by 2.85 percent in FY24. Tuition and mandatory fees for FY24 at ETSU continue to be comparable to other public institutions of higher education in the state. A comparison of tuition and mandatory fees is listed below and shows that ETSU is below the university average.
3. **Efforts to mitigate the financial effect on students** – The university continues to look for ways to mitigate rising costs to students. Reviews of academic and administrative areas are

ongoing and should identify areas to improve services, reduce costs, or allow assets to be used more effectively for students.

4. **THEC binding tuition and mandatory fee increase ranges** – THEC proposed a zero to four percent tuition and mandatory fee limit at their November 2023 meeting. The Commission should vote on a binding limit at their May meeting. With the release of the Governor’s budget, it is anticipated that THEC will approve a zero to four percent tuition and fee increase for FY25.
5. **Other factors affecting the university’s financial stability:**
 - a. Projected student enrollment and university enrollment goals - The university’s enrollment increased for the second year in a row for Fall 2023. Enrollment had decreased the two years prior. The university is continuing efforts and activities to grow enrollment as defined in the strategic plan. Tuition and fees must remain competitive in the marketplace, and students should be able to identify the value inherent in the education provided by ETSU over other institutions.
 - b. Market and cost factors for higher education – The market for higher education projects a declining number of high school graduates in the region and increased competition from community colleges, other state universities, regional private institutions and border state colleges and universities. Faculty and staff salaries are the primary cost driver for the university. New out-of-state tuition rates were implemented for Fall 2021 based on market research that subsequently reduced out-of-state scholarship expenses. Salary increases were included in the Governor’s proposed budget to fully fund a three percent salary pool while increasing tuition and mandatory fees by 3.8 percent for FY24.
 - c. New program or new facility cost – Costs related to new programs are largely being absorbed in the colleges per the budget model implemented in FY19. Facility costs will increase with the construction projects for Brown Hall and the new Academic Building. Other ongoing renovation and maintenance projects could reduce energy costs with efficiencies.
 - d. Cost related to operations, programs of study, or individual courses – The Consumer Price Index shows operational costs increased by 3.4 percent from December 2022 to December 2023. The Higher Education Price Index also shows that inflation for colleges and universities rose 4.5 percent for fiscal year 2023, compared to 5.2 percent in fiscal year 2022. The university’s programs of study and some individual courses are compared to other institutions with similar programs or courses to determine the market pressures for offering the programs.

A five-year history of student maintenance and mandatory fees is presented below in comparison to Tennessee Locally Governed Institutions (LGIs) and the University of Tennessee System:

Tuition (Maintenance Fees)

	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr
APSU	\$7,044	2.3%	\$7,044	0%	\$7,146	1.45%	\$7,146	0%	\$7,356	2.9%
ETSU	7,572	2.0%	7,572	0%	7,722	1.98%	7,722	0%	7,950	2.9%
MTSU	7,554	2.4%	7,554	0%	7,704	1.99%	7,704	0%	7,908	2.6%
TSU	7,026	1.8%	7,026	0%	7,128	1.45%	7,128	0%	7,332	2.8%
TN Tech ³	8,040	2.3%	9,060	12.7%	9,240	1.99%	9,240	0%	9,510	2.8%
Memphis ²	8,232	2.1%	8,232	0%	8,352	1.46%	8,352	0%	8,520	2.0%
UTC ¹	7,836	13.8%	7,836	0%	7,992	1.99%	7,992	0%	8,232	2.9%
UTK ¹	11,332	2.0%	11,332	0%	11,332	0.00%	11,332	0%	11,332	0.0%
UTM ¹	8,214	2.0%	8,214	0%	8,378	2.00%	8,378	0%	8,546	2.0%
UTS					9,000		9,000		9,000	
Univ. Avg	\$8,092		\$8,208		\$8,399		\$8,399		\$8,569	

¹ UT-Knoxville implemented 15/4 fee structure in 2013-14. UT-Martin implemented 15/4 fee structure in 2016-17. UT-Chattanooga implemented 15/4 fee structure in 2019-20.

Fees shown represent the rates for incoming freshmen in the UT system.

² University of Memphis implemented guaranteed tuition in 2019-20.

Fees shown for UM represent the rates for non-guaranteed tuition.

³TTU implemented 15/4 fee structure in 2020-21

Mandatory Fees

	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr
APSU	\$1,583	0.0%	\$1,583	0%	\$1,615	2.02%	\$1,615	0%	\$1,667	3.1%
ETSU	1,919	3.5%	1,919	0%	1,952	1.72%	1,952	0%	2,000	2.4%
MTSU	1,870	2.4%	1,870	0%	1,888	1.02%	1,888	0%	1,924	1.9%
TSU	1,157	4.5%	1,157	0%	1,207	4.32%	1,207	0%	1,248	3.3%
TN Tech	1,278	2.8%	1,278	0%	1,282	0.31%	1,282	0%	1,320	2.9%
Memphis	1,704	4.1%	1,704	0%	1,704	0.00%	1,704	0%	1,824	6.6%
UTC	1,820	2.5%	1,820	0%	1,856	1.98%	1,856	0%	1,912	2.9%
UTK	1,932	1.9%	1,932	0%	1,912	-1.00%	1,912	0%	2,152	11.2%
UTM	1,534	5.1%	1,534	0%	1,534	0.00%	1,534	0%	1,662	7.7%
UTS					1,200		1,200		1,200	
University Average	\$1,644		\$1,644		\$1,615		\$1,615		\$1,691	

Total Tuition and Mandatory Fees

	2019-20	% Incr	2020-21	% Incr	2021-22	% Incr	2022-23	% Incr	2023-24	% Incr
APSU	\$8,627	1.8%	\$8,627	0%	\$8,761	1.55%	\$8,761	0%	\$9,023	2.9%
ETSU	9,491	2.3%	9,491	0%	9,674	1.93%	9,674	0%	9,950	2.8%
MTSU	9,424	2.4%	9,424	0%	9,593	1.79%	9,593	0%	9,832	2.4%
TSU	8,183	2.2%	8,183	0%	8,335	1.86%	8,335	0%	8,580	2.9%
TN Tech ³	9,318	2.4%	10,338	10.99%	10,522	1.78%	10,522	0%	10,830	2.8%
UM ²	9,936	2.4%	9,936	0%	10,056	1.21%	10,056	0%	10,344	2.8%
UTC	9,656	10.4%	9,656	0%	9,848	1.99%	9,848	0%	10,144	2.9%
UTK ¹	13,264	2.0%	13,264	0%	13,244	-0.15%	13,244	0%	13,484	1.8%
UTM ¹	9,748	2.5%	9,748	0%	9,912	1.68%	9,912	0%	10,208	2.9%
UTS					10,200		10,200		10,200	
University Average	\$9,739		\$9,852		\$10,015		\$10,015		\$10,260	

¹ UT-Knoxville implemented 15/4 fee structure in 2013-14. UT-Martin implemented 15/4 fee structure in 2016-17. UT-Chattanooga implemented 15/4 fee structure in 2019-20.

Fees shown represent the rates for incoming freshmen in the UT system.

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³TTU implemented 15/4 fee structure in 2020-21

Rate Per Term

	FY24 Actual	FY25 Proposed	\$ increase	% increase	Additional Revenue	Purpose of Funding
Undergrad Tuition @ 15 cr hr	\$3,975	\$4,140	\$165	4.15%	\$4,257,000	45% of salary pool; faculty tenure and promotion funding; inflationary costs for university share of employee benefits.
*UG Returning O/S (last year) & International	\$9,591	\$9,591	\$0	0.0%		
UG – GA, KY, NC, SC, VA	\$420	\$435	\$15	3.57%		
UG – 44 other states	\$1,920	\$1,995	\$75	3.91%		
Graduate Tuition @ 12 cr hr	\$5,076	\$5,274	\$198	3.90%		
Grad Out-of-State @ 12 cr hr	\$7,560	\$7,560	\$0	0.0%		

*The Board approved an undergraduate out-of-state enrollment strategy at the September 2020 meeting for new students Fall 2021. All other out-of-state tuition has not increased since Fall 2018.

Undergraduate In-State Tuition and Mandatory Fee Request – Per Academic Year				
	2022-23	2023-24		
	Actual	Proposed	\$ Increase	% Increase
Undergrad Tuition @ 15 cr hr	\$7,950	\$8,280	\$330	4.15%
Mandatory Fees	\$2,000	\$2,048	\$48	2.40%
Total UG Tuition and Mandatory Fees	\$9,950	\$10,328	\$378	3.80%

It should be noted that all fee increases included in this item are contingent on the passage of the Governor’s budget and THEC approval of binding limits for tuition and fees.

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

RESOLVED: The proposed tuition and mandatory fees for 2024-2025 are approved as presented in the meeting materials contingent on the approval of the Governor’s budget and THEC binding tuition limit.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 5, 2024

ITEM: Approval of Pharmacy Tuition for FY25

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Gatton College of Pharmacy is not requesting tuition increases for the 2024-25 academic year. The College is committed to minimizing costs and promoting affordability for its largely underserved student body. The College will rely on funding from expense reductions and reserves to balance their budget while continuing to pursue appropriation enhancements from the state.

Consistent with university policy, the program service fee will increase as applicable with the main campus fee increase.

	Tuition	Program Service Fees
In-State	\$27,000	TBD
Out-of-State	\$33,000	TBD

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

RESOLVED: The proposed tuition for the College of Pharmacy for 2024-25 is approved as presented in the meeting materials contingent on the approval of the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 5, 2024

ITEM: Approval of Fixed Price for Online Master’s in Public Administration Tuition

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

The Board of Trustees approved a fixed price model for the launch of a fully online Master’s in Public Administration in the Fall of 2021. The model set total cost of each credit hour at \$579, containing components of tuition at \$488, program fee at \$31, a course fee at \$10, and an online fee of \$50. The approved model guaranteed no price increase to student cohorts entering for 3 years, and extended to cohorts recruited for AY21-22, AY22-23, and AY23-24 until graduation.

In partnership with the Registrar, the Bursar, ETSU Online, and many others, the college and department have been successful in launching and growing this program. Enrollment in the online program has increased to 9 students as of Spring 24, with a goal of 12 students in Fall 24.

Admitted students to the program have cited the primary drivers of interest to include the fixed cost model, the diversity of course offering and faculty expertise, along with the curriculum flexibility, supporting a program that boasts 93 percent favorable placement results over the past 5 years.

The college requests approval for the fixed price tuition model of \$600 per credit hour for new student cohorts joining the program in AY24-25, AY25-26, and AY26-27 so that program recruiting can continue to both maintain and grow the enrollment. The model includes components of tuition at \$507, program fee at \$33, a course fee at \$10, and an online fee of \$50.

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

RESOLVED: The proposed fixed price for the fully online Master’s in Public Administration is approved as presented in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: April 5, 2024

ITEM: Approval of Salary Pools for FY25

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In his annual State of the State address, Governor Lee presented his 2024-25 budget for the State of Tennessee. In addition to a broad range of project specific and general operating investments, the budget proposes a three percent salary pool for higher education.

Consistent with prior practice, calculations from the Tennessee Higher Education Commission (THEC) depict state funding for 55 percent of a mandatory salary increase, as well as related benefits, for the main campus. The Quillen College of Medicine and Family Medicine receive an appropriation through state funding for non-formula units. The Governor’s proposed budget did not address the Gatton College of Pharmacy salary enhancements. Therefore, the salary enhancements for Gatton faculty and staff are supported via tuition generated revenue.

The table below illustrates the approximate funding through additional revenue sources required to fully support a three percent salary pool for the main campus. These calculations are based on the data files obtained from THEC and align with the Governor’s budget documents released February 5, 2024.

	\$ Needed for Pool	State 55% Funding for Pool	Funding through Student Fees
Main Campus 3%	\$5,015,400	\$ 2,764,200	\$ 2,251,200

Staff has yet to develop a plan for the distribution of any salary improvement funding. Due to the uncertainty of enrollment, staff is proposing holding state appropriations for salaries in designated pools until the State budget is adopted and enrollment for Fall 2024 is finalized. Any Board of

Trustees approved salary adjustments will be implemented in November 2024. The history of salary enhancements at ETSU is provided below:

Year	Across-the Board			Equity Increase to Market		Service Bonus
2024-25	TBD					
2023-24	4.5%	Min wage	(7)			
		\$13.65/hour				
2022-23	4.0%	\$1,200 min	(1)(2)			
2021-22	3.5%	\$700 min	(2)(3)			
2020-21	(4)	0.0%				\$500 (5)(6)
2019-20	2.0%	\$500 min	(2)			
2018-19	2.5%	\$500 min	(2)			
2017-18	2.0%	\$500 min	(2)	1% pool	\$3,000	
					ceiling	
2016-17	2.0%	\$500 min	(2)			
2015-16	2.0%	\$500 min	(2)	Pharmacy faculty only		
2014-15	0.0%					
2013-14	1.5%	\$250 min	(2)	4.25%		

- (1) Maximum increase \$7,000
- (2) Employees with annual performance evaluations which are unsatisfactory or performance far below expectations do not participate in salary increases.
- (3) Maximum increase \$10,000
- (4) No funding for salary increase was included in the final state budget for FY21. An appropriation amendment in spring 2021 provided funding for a one-time bonus payment in June 2021.
- (5) Employed April – May 30, 2021
- (6) Service bonus is prorated based on percentage of contract.
- (7) Maximum increase \$7,500

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

RESOLVED: The proposed salary pools for 2024-2025 are approved as presented in the meeting materials contingent on the approval of the Governor’s budget.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: April 5, 2024

ITEM: Discussion of Spring Estimated and July Proposed Budgets

COMMITTEE: Finance and Administration Committee

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In compliance with Tennessee Code Annotated 49-8-203 (a) (1) (C), ETSU policy *Budget Control* requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus), and three non-formula units (College of Medicine, Family Medicine, and College of Pharmacy). The three budgets prepared each year are:

1. The proposed budget to fund the fiscal year beginning July 1;
2. The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
3. The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board will consider the 2023-24 spring estimated budgets and the July 2024-25 proposed budgets for the one formula funded unit, and three non-formula units. In meetings held during the last year, the Board approved the 2023-24 July proposed and October revised budgets. The proposed budgets for the new fiscal year are based on the estimates for revenue and expenditures known at the time the budget is prepared. Details of these budgets are outlined below.

Main Campus Budget

	Actual 22-23	Orig. 23-24	Oct. Revised	Est. Spring	July Proposed	F24 to F25
Revenue	\$292,623,826	\$299,092,200	\$303,101,600	\$308,008,000	\$318,102,000	\$19,009,800
<u>Expenditures and Transfers</u>						
Instruction	\$109,283,697	\$120,293,000	\$134,658,700	\$135,169,100	\$124,486,500	\$4,193,500
Research	4,269,576	6,154,900	11,593,300	12,210,100	6,365,300	210,400
Public Service	3,537,993	3,969,300	5,275,000	7,339,700	5,196,100	1,226,800
Academic Support	22,735,177	26,561,000	32,297,200	32,090,900	27,581,000	1,020,000
Student Services	28,588,786	30,407,900	33,069,800	32,791,200	33,000,100	2,592,200
Institutional Support	22,111,946	20,815,400	43,648,500	43,506,600	23,514,300	2,698,900
Facilities	17,609,065	21,335,300	23,153,100	23,221,000	22,419,900	1,084,600
Scholarships	26,502,923	30,221,800	29,685,900	29,711,200	29,933,300	(288,500)
Total before transfers	\$234,639,163	\$259,758,600	\$313,381,500	\$316,039,800	\$272,496,500	\$12,737,900
Debt Service	6,146,327	6,101,600	6,166,900	6,166,900	6,166,900	65,300
Non-Mandatory Transfers	7,953,561	3,017,500	8,575,700	11,283,000	2,885,800	(131,700)
Auxiliaries Exp & Tnfrs	28,691,384	30,034,800	32,014,200	31,394,100	36,224,200	6,189,400
Total	\$277,430,435	\$298,912,500	\$360,138,300	\$364,883,800	\$317,773,400	\$18,860,900

FT Unrestricted and Auxiliary Positions	Orig 2023-24	Oct 2023-24	July Proposed	Increase/Decrease
Faculty	727	729	732	5
Administration	37	38	40	3
Maint/Tech/Support	460	445	435	(25)
Professional Support	570	579	587	17
Sub Total	1,794	1,791	1,794	-
Auxiliaries	45	46	47	2
Total	1,839	1,837	1,841	2

Quillen College of Medicine Budget

	<u>Actual 22-23</u>	<u>July 23-24</u>	<u>Oct Revised</u>	<u>Est Spring</u>	<u>July Proposed</u>	FY24 to FY25
Revenue	70,464,840	80,579,500	76,629,800	76,629,800	79,329,500	(1,250,000)
<u>Expenditures and Transfers</u>						
Instruction	41,835,991	64,668,000	56,613,100	56,182,900	59,290,900	(5,377,100)
Research	5,310,150	4,908,300	6,223,600	6,423,600	3,925,100	(983,200)
Academic Support	8,347,436	9,867,200	9,259,800	9,087,000	8,803,900	(1,063,300)
Student Services	2,692,479	3,618,600	3,894,500	3,894,500	4,771,600	1,153,000
Institutional Support	3,281,164	3,962,800	4,067,500	4,067,500	4,036,400	73,600
Facilities	5,492,020	7,400,300	7,369,500	7,391,500	7,419,800	19,500
Scholarships	250,000	260,000	260,000	260,000	260,000	-
Total before transfers	67,209,240	94,685,200	87,688,000	87,307,000	88,507,700	(6,177,500)
Debt Service	93,459	106,000	106,000	106,000	106,400	400
Non-Mandatory Transfers	173,878	(14,311,400)	(6,463,000)	(6,082,000)	(9,284,400)	5,027,000
Total	67,476,577	80,479,800	81,331,000	81,331,000	79,329,700	(1,150,100)

FT Unrestricted and Auxiliary Positions	Orig 23-24	Oct Revised	July Proposed	FY24 to FY25
Faculty				-
Administration	169	165	165	(4)
Maint/Tech/Support	5	5	5	-
Professional Support	106	103	105	(1)
Total	102	110	109	7

Family Medicine Budget

	Actual 22-23	July 23-24	Oct Revised	Est Spring	July Proposed	FY24 to FY25
Revenue	20,079,724	19,802,700	20,742,700	20,767,700	21,774,200	1,971,500
<u>Expenditures and Transfers</u>						
Instruction	13,975,819	14,187,400	15,938,500	15,210,790	15,464,060	1,276,660
Research	120,144	312,100	351,070	167,070	399,060	86,960
Academic Support	3,478,532	3,914,100	4,142,700	4,053,250	4,295,420	381,320
Institutional Support	1,396,909	1,691,200	1,586,560	1,504,560	1,939,670	248,470
Facilities	434,386	487,500	950,560	956,060	412,500	(75,000)
Total before transfers	19,405,790	20,592,300	22,969,390	21,891,730	22,510,710	1,918,410
Non-Mandatory transfers	-	(793,200)	(919,340)	197,340	(719,210)	73,990
Total	19,405,790	19,799,100	22,050,050	22,089,070	21,791,500	2,250,950

FT Unrestricted and Auxiliary Positions	Orig 23-24	Oct Revised	July Proposed	FY24 to FY25
Faculty	31	33	33	2
Administration	-	-	-	-
Maint/Tech/Support	51	51	50	(1)
Professional Support	31	31	32	1
Total	113	115		2

Gatton College of Pharmacy Budget

	<u>Actual 22-23</u>	Orig. 23-24	Oct. Revised	Est. Spring	July Proposed	F24 to F25
Revenue	\$8,724,211	\$7,909,100	\$8,593,500	\$8,523,200	\$8,408,200	\$499,100
<u>Expenditures and Transfers</u>						
Instruction	\$5,305,193	\$4,316,500	\$3,865,500	\$3,809,400	\$3,665,900	(\$650,600)
Research	80,861	57,000	564,400	548,900	325,900	268,900
Public Service	286,110	470,000	655,800	655,800	470,000	-
Academic Support	1,579,177	1,579,700	1,738,600	1,730,400	2,274,500	694,800
Student Services	800,980	877,400	919,900	891,900	897,900	10,500
Institutional Support	541,543	537,800	577,700	583,300	569,000	31,200
Facilities	381,114	403,600	414,900	406,200	439,600	36,000
Scholarships	493	13,000	197,700	219,000	375,000	632,000
Total before transfers	8,975,471	8,265,000	8,914,500	8,844,900	9,017,800	752,800
Debt Service	672,984	671,400	671,000	671,000	671,000	(400)
Non-Mandatory Transfers	61,983	(1,027,300)	(395,200)	(395,700)	(1,280,600)	(253,300)
Total	\$9,710,402	\$7,909,100	\$9,190,300	\$9,912,200	\$8,408,200	499,100
<u>FT Unrestricted and Auxiliary Positions</u>						
		Orig. 23-24	Oct. Revised		July Proposed	F24 to F25
Faculty		29	30		30	1
Administration		1	1		1	-
Maint/Tech/Support		12	12		12	-
Professional Support		12	11		11	(1)
Total		54	54		54	-