EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
NOVEMBER 2018 MEETING

1:00-3:30pm EST   The Millennium Center
Friday   2001 Millennium Pl
November 16, 2018   Johnson City, TN

ORDER OF BUSINESS

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2018

ITEM: Approval of Minutes of September 21, 2018 Meeting

RECOMMENDED ACTION: Approval

PRESENTED BY: David Linville, Secretary

The minutes of the September 21, 2018 meeting of the Board of Trustees are included in the meeting materials.

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

> **RESOLVED: The reading of the minutes of the September 21, 2018 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.**

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

September 21, 2018
Johnson City, Tennessee

The quarterly meeting of the East Tennessee State University Board of Trustees was held at 1 p.m. on Friday, September 21, in the Reece Museum on ETSU's main campus in Johnson City, Tennessee. The meeting was also livestreamed for those who could not be in attendance.

I.   **Call to Order**
        Chair Scott Niswonger called the meeting to order.

        In his opening remarks, Chair Niswonger welcomed everyone to the seventh meeting of the ETSU Board of Trustees, which was moved to the museum due to the construction project at the Culp Center. Chair Niswonger noted that much work continues on campus, including projects like the Martin Center. He called it a busy start to the semester and added that enrollment figures look solid. Chair Niswonger also welcomed Mr. Mike Krause from the Tennessee Higher Education Commission.

II.   **Roll Call**
        Secretary David Linville called the roll, and the following trustees were in attendance:
                Fred Alsop
                Janet Ayers
                David Golden
                Dorothy Grisham
                Linda Latimer
                Keyana Miller
                Scott Niswonger
                Jim Powell
                Ron Ramsey

III.   **Approval of the Minutes of April 27, 2018, Meeting**
        Trustee Alsop made a motion to accept the minutes of the April 27, 2018, Board of Trustees meeting. It was seconded by Trustee Ayers and unanimously approved.

IV.   **Consent Agenda**
        With no requests for any items to be removed from the consent agenda, trustees unanimously approved the consent agenda with a motion from Trustee Grisham and a second from Trustee Latimer. Items included on the consent agenda are:
                A. Minutes from the April 27, 2018, Finance and Administration Committee meeting

B. Minutes from the April 27, 2018, Academic and Student Affairs Committee
C. Minutes from the April 27, 2018, Audit Committee
D. Minutes from the April 27, 2018, Executive Committee
E. Policies from the Academic and Student Affairs Committee
F. College of Nursing Insurance Payments Bank Account

V. **Report from the Finance and Administration Committee**
Committee Chair Steve DeCarlo noted that Mr. Jeremy Ross presented an update on construction projects. He said B.J. King presented on the Tuition Transparency and Accountability Act, which requires a 15-day notice of the meeting in which tuition and fees will be voted on, among other provisions.

VI. **Report from the Academic and Student Affairs Committee**
Committee Chair Latimer reported that the committee reviewed a number of academic and student policies; learned of an ad hoc group's work regarding STEM; and had a robust discussion on ways the group would like to see the committee approach strategy. She also said that the group had approved for the full board's approval the granting of tenure to Graduate Studies Dean Dr. Sharon McGee. Dr. Bert Bach then presented the item for the board's approval and it was unanimously approved.

VII. **Report from the Audit Committee**
Committee Chair Golden reported that the Audit Committee met that morning and reviewed audits and investigations performed since the last meeting. The group also reviewed and approved the audit plan for the coming year and heard more about the QAIP self assessment and audit validation. Chair Golden said the QAIP self-assessment is a robust processes that includes a self-assessment and independent validators coming in. He said the validators found general conformance with a couple of recommendations for improvements.

VIII. **Title IX Report from Athletics**
Dr. Richard Sander presented a report on Title IX compliance. A 2007 major study at ETSU on Title IX served as the baseline for Sander's report. Sander explained that Title IX laws were passed in 1972 and, in 1975 was interpreted as it relates to collegiate athletics. He noted that there are 13 areas of review, with the two most significant being participation and financial aid. He shared definitions of "violation" versus "disparity" and "duplicated" versus "unduplicated."

He also shared what he called the "three-prong" test that looks at (1) proportionate participation, (2) program expansion and (3) demonstrating accommodations are made regardless of program expansion. He said ETSU is not compliant in any of the three prongs.

There are essentially three ways to become compliant: (1) add sports, (2) manage roster sizes and (3) eliminate sports. Dr. Sander said ETSU needs to look at adding another sport and identified possible women's sports to be considered, broken down into three tiers. He said his report utilized the 2015-16 strategic plan for determining

the sports. The first tier includes sports that are most feasible and most likely to be added: bowling, lacrosse, swimming and diving, and acrobatics and tumbling.

To become compliant by 2022-23, duplicated percentages must be 54 percent for women and 46 percent for men. Currently they are 40 percent and 60 percent, respectively. Unduplicated school assistance should be at 45 percent for women and 55 percent for men. Sander said the institution will also have to be very strict with mandated roster sizes. He noted that as you raise participation opportunities for women, you also have to increase the percentage of scholarship offerings.

Dr. Sander said the university wants to invest in the sports it has that are most successful, citing examples such as volleyball, women's soccer and women's basketball, so we can win conference championships and spread the brand.

In terms of the source of funding, Dr. Sander proposed increasing the student fee by $25 starting in 2019. The increase only applies to new students coming in; current students won't see the increase. An additional $25 will be added each year for all new students. Within five to six years, that would generate approximately $1.4 million toward becoming compliant.

Trustee Powell asked what the penalty is for not being compliant. Dr. Sander said an institution can lose all of its federal funding for every program – not just athletics. Typically, though, if you have a plan in place, they work with you, he added.

Dr. Sander said the report presented just one option for moving toward compliance. Chair Niswonger authorized Dr. Noland to take the steps necessary to remain compliant and bring recommendations back to the Board of Trustees.

IX.   **Board of Trustees Self Evaluation Policy**
Dr. Linville presented a draft policy that he said expands what is available and provides guidance on how to conduct the self-evaluation. He said it would include an anonymous survey each year with leadership's review for the Board of Trustees. Assessments can periodically be more in depth in terms of how the group wants to make improvements.

Trustee Ayers made a motion to approve the policy. It was seconded by Trustee Golden and unanimously approved.

X.   **Research and Economic Development**
Dr. Noland introduced Dr. Paul Hill, chancellor of the West Virginia Higher Education System. Dr. Hill compiled a report for ETSU after the Board of Trustees requested the university look at ways to grow research. His report focuses on the physical structure of research at ETSU.

Dr. Hill said he believed there was great opportunity at ETSU, largely because there is a good foundation that can help with competing among peers for the money available to institutions. He cited reasons to advance research, including academic enterprise, knowledge creation, addressing needs and economic development. Ultimately, he said, universities are about students and there is great learning that occurs through research.

In terms of advancing research, Dr. Hill emphasized several items, including focus and "BIG" questions. He said the centers of excellence already at ETSU are key targets for investments. He also said the Office of Sponsored Programs at ETSU

might need to grow. Other items he mentioned included making strategic investments, recruitment and partnerships, competitiveness and enterprise funding. He also spoke of economic development near universities, explaining the "fountain effect" and how businesses like to locate near universities.

In Dr. Hill's experience in growing research in West Virginia, he said it occurred steadily through base investments from the state, and then getting more and more federal funds.

He offered near-term goal suggestions for assessment and action, including how to apply initial funding and invest it strategically to get stronger; having a strategic plan, recruitment and continuous infrastructure investments. He said start-up packages will be needed in recruiting faculty. Mid-term goals include capitalizing on outcomes, recognizing intellectual property, patenting and licensing policies, initializing business development and a business incubator on campus. Long-term goals should include capital investments, venture capital, and job growth.

Dr. Hill said ETSU is on a great trajectory. He said that it is a competitive market, but there are ways of getting into the market and getting funding.

Chair Niswonger asked Dr. Hill what the first three things are in terms of where ETSU needs to start. Dr. Hill said he has identified five centers at ETSU that show competitiveness. He said the university has to turn to the faculty and consult the centers about where they are going and what the gaps are that need to be filled to get there. He said ETSU should ask faculty to make proposals as to how they'd grow research, saying that is the very first thing he would do.

Dr. Noland asked whether Dr. Hill felt the university had sufficient staff to absorb the expectations that are to come with the Ballad merger. Dr. Hill said he would recommend growing some of those positions and make it readily apparent so faculty knows there is someone there to help with the red tape and paperwork. Dr. Noland also asked about how ETSU begins identifying clusters and works toward strategic improvement. Dr. Hill said it is about creating a research culture and expectation. He said that it is not evident here and it should grow over time. He asked whether research is valued in the tenure policy, noting that the institution needs to set the tone so that research is an expectation at ETSU. He also suggested using the Ballad funds to build firepower.

Trustee Alsop pointed out that vacancies are often looked at in terms of teaching load and that problems arise in prioritizing teaching versus prioritizing research. He asked how you create a culture where both are valued. Dr. Hill suggested finding a model in which you can use funds to buy out a faculty member's time.

XI.   President's Report

Dr. Noland noted that the first day of class this semester was atypical with the required lockdown of campus because of an incident at the Culp construction site. Through a request for feedback, leadership has learned a lot from the incident. Dr. Noland said next steps include more security cameras on campus, potentially making Gold Alert an opt-out system; training programs and enhancing cell coverage. Overall, he gave the university a B+ for its response to the event on the first day of the semester.

Next, Dr. Noland addressed enrollment, noting that total enrollment is down 39 students from last year. He said the university surpassed its projections, with FTE numbers up slightly and undergraduate numbers down. He said it is once again the largest graduate enrollment in the history of the university. North Carolina numbers are down due to the institution of North Carolina Promise. International numbers are down by 121 students, a direct impact of federal policy, he said. Dr. Noland is hopeful that process improvements like the new CRM will help with enrollment. The total number of freshmen is down 74, however the academic competitiveness of the class is strong. He noted that the number of high school graduates across the country is expected to decline, causing a 15 percent decline in traditional students. This is something to be mindful of, he said. Trustee Alsop asked about the DACA impact. Dr. Noland said state law does not allow for state support for DACA students and noted that private universities are growing in that demographic because they can offer financial support. Trustee Ayers emphasized that there needs to be an employment piece to this, too, noting that DACA students who graduate cannot be hired due to their status. In terms of student success, Dr. Noland cited a 73.12 percent retention rate and noted that last year was the largest graduating class in the history of the university.

Dr. Noland then introduced Dr. Wallace Dixon to discuss a plan to become the first trauma informed campus in the nation. Dr. Dixon talked about Adverse Childhood Experiences (ACEs) and the chronic exposure to toxic stress, noting that the more ACEs you accrue, the more likely you are to die from them. Five colleges at ETSU – Education, Medicine, Public Health, Nursing and Arts and Sciences – formed a "brain trust" and are working to develop an attack on ACES, with the goal of becoming a trauma informed campus. A trauma informed campus will prevent attrition and grow the student body while also producing ACEs-literate graduates. Dr. Noland noted that ACEs impact health and long-term outcomes and suggested bringing forward a formal plan to become the first-ever trauma informed campus. Chair Niswonger called it an excellent idea.

Continuing with this report, Dr. Noland shared selected initiatives for the 2018-19 year. They include an enrollment focus; launch of an institutional marketing campaign to support the growth agenda; development of new academic programs aligning with market needs; continued work with decentralized budget, which allows for flexibility to colleges to manage their resources; development of KPIs and metrics; Title IX from the Human Resources perspective; continued safety efforts and pursuit of ICLEA accreditation; moving fraternities to create Greek Village; creation of ETSU Health; enhance research structure; continue with capital projects; create structures to support service mission; launch presidential fellows program; launch capital campaign; and continue with HR restructure.

In terms of legislative initiatives, ETSU will continue its support for the outcomes formula and push for pharmacy school tuition equalization. Additional areas of focus will include a campus safety initiative; state support for research; addressing predictability for capital projects; support for deferred maintenance projects; and

support of the Tennessee Higher Education Commission, new governor and legislative leadership as they develop the higher education agenda.

Dr. Noland next introduced THEC's executive director, Mr. Mike Krause and asked him to present to the Board of Trustees. Mr. Krause noted that, in 2013, only 33.8 percent of Tennessee residents had a degree and the state then instituted comprehensive higher education reform. Through such things as Tennessee Reconnect and the Focus Act, the result is 62.5 percent more Tennesseans going to college. The state now sees 64 percent of all graduating high school students go on to further their education. The state has seen an unprecedented level of investment in higher education, moving the state to 13th in the nation for it. He noted THEC will soon ask the boards of the locally governed institutions to join the THEC board in advocating for continued investment in higher education. Mr. Krause noted that ETSU has moved to the front of the pack in terms of fall-to-fall retention among the LGIs and called ETSU a "regional rudder in culture, scholarship and health care." He noted that students are succeeding at ETSU, which has resulted in an 18 percent increase in state funds for the university through the outcomes-based formula. Bachelor's degrees have been the engine for ETSU's funding, he added. ETSU has also essentially doubled its number of veterans in approximately five years. Challenges include a deep college graduate deficit in rural areas and the need to equalize college graduate numbers as the state's next goal. Another challenge is the low-income student who does not have the same chance at success. Closing the gap between low-income and mid-income students is the state's great task over the next few years, Mr. Krause said. Chairman Niswonger asked Mr. Krause for his advice in terms of the pharmacy school garnering state-supported scholarships to address the tuition disparity. Mr. Krause noted that when THEC initially considered the pharmacy school, the parameters were generally not to depend on state funds, however, an exception was written into the agreement that could allow for the assistance. Mr. Krause said he and Dr. Noland had agreed that the student scholarship approach was the best option and said the proposal that was brought forward last year was deemed to be satisfying by THEC.

XII. Other Business

Mr. Niswonger noted that, as chairman of the Board of Trustees, he has the responsibility of coordinating the evaluation of ETSU's president. He noted that members of the Executive Committee had been individually reviewing and an evaluation and employment agreement would be finalized this week.

Chair Niswonger also asked the trustees to authorize Dr. Noland to execute the purchase of the Millennium Centre. Trustee Golden made a motion to authorize. It was seconded by Trustee Grisham and unanimously approved.

Finally, Chair Niswonger pointed out that staff recently completed a request for proposals to select banking services. He asked trustees to authorize Dr. Noland to execute the banking services agreement. Trustee Alsop made a motion to authorize,

which was seconded by Trustee Ayers. The motion was approved unanimously, with Trustee Latimer abstaining.

XIII. Adjournment

Chair Niswonger adjourned the meeting.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2018

ITEM: October Budget Revision

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

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

In compliance with Tennessee Code Annotated 49-8-203 (a) (10 (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), two
non-formula units (College of Medicine and Family Medicine) and one self-funded unit
(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 October 2018 revisions to the 2018-19 budgets for the one formula
funded unit, two non-formula units and one self-funded unit. During the April 27, 2018
meeting, the Board of Trustees adopted the proposed 2018-19 budgets for the university. The
proposed budgets for the fiscal year are based on the estimates for revenue and expenditures
known at the time the budget is prepared. The fall enrollment and adjusted appropriation figures
for revenue budgets have been received along with adjustments from fiscal year-end closing
that provides for the carryforward of budgets for operational expenses. Details of the original
and revised budgets are outlined below.

**COMMITTEE'S MOTION: I move that the Board of Trustees adopt the October revisions
to the 2018-19 university budget.**

> **RESOLVED: Upon the recommendation of the Finance and Administration
> Committee, the Board of Trustees approves the university's October revisions to the
> 2018-19 university budget.**

Main Campus October Revised Budget

	Original 2018-19	October Revised	Increase (Decrease)
Revenue	$ 259,316,800	$264,029,500	$ 4,712,700
Expenditures and Transfers			
Instruction	$ 105,195,100	$ 113,964,500	$ 8,769,400
Research	1,149,700	4,963,900	3,814,200
Public Service	2,476,400	2,520,700	44,300
Academic Support	23,560,500	26,064,800	2,504,300
Student Services	25,819,400	26,358,000	538,600
Institutional Support	16,418,000	18,291,800	1,873,800
Facilities	17,301,300	18,123,500	822,200
Scholarships	32,483,200	33,122,000	638,800
Total before transfers	224,403,600	243,409,200	19,005,600
Debt Service	3,754,590	3,809,800	55,210
Non-Mandatory Transfers	5,328,810	5,041,500	(287,310)
Auxiliaries Exp & Tnfrs	25,646,730	25,413,700	(233,030)
Total	$ 259,133,730	$ 277,674,200	$ 18,540,470

College of Medicine October Revised Budget

	Original 2018-19	October Revised	Increase (Decrease)
Revenue	$ 61,208,700	$ 61,843,500	$ 634,800
Expenditures and Transfers			
Instruction	$ 44,889,600	$ 45,967,100	$ 1,077,500
Research	3,919,300	4,905,500	986,200
Academic Support	6,652,600	7,378,400	725,800
Student Services	1,679,600	1,714,700	35,100
Institutional Support	2,848,100	3,087,700	239,600
Facilities	6,656,500	6,925,700	269,200
Scholarships	260,000	265,000	5,000
Total before transfers	66,905,700	70,244,100	3,338,400
Debt Service	88,300	88,300	-
Non-Mandatory Transfers	(5,813,100)	(6,060,700)	(247,600)
Total	$ 61,180,900	$ 64,271,700	$ 3,090,800

Family Medicine October Revised Budget

	Original 2018-19	October Revised	Increase (Decrease)
Revenue	$ 17,146,000	$ 17,096,600	$ (49,400)
Expenditures and Transfers			
Instruction	$ 11,482,800	$ 11,737,500	$ 254,700
Research	334,800	336,600	1,800
Academic Support	3,601,600	3,645,600	44,000
Institutional Support	1,621,800	1,585,200	(36,600)
Facilities	377,000	494,000	117,000
Debt Service	262,900	262,900	-
Non Mandatory Transfers	(545,000)	(545,000)	-
Total	$ 17,135,900	$ 17,516,800	$ 380,900

College of Pharmacy October Revised Budget

	Original 2018-19	October Revised	Increase (Decrease)
Revenue	$ 11,489,200	$ 11,664,500	$ 175,300
Expenditures and Transfers			
Instruction	$ 6,899,300	$ 7,307,000	$ 407,700
Research	296,700	357,500	60,800
Academic Support	1,665,300	1,693,600	28,300
Student Services	661,400	670,600	9,200
Institutional Support	632,800	609,300	(23,500)
Facilities	521,100	539,800	18,700
Scholarships	215,000	467,600	252,600
Total before transfers	10,891,600	11,645,400	753,800
Debt Service	661,000	661,000	-
Non Mandatory Transfers	(63,500)	142,000	205,500
Total	$ 11,489,100	$ 12,448,400	$ 959,300

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2018

ITEM: Factors Considered for Tuition Increases - Tuition
                                   Transparency and Accountability Act

COMMITTEE: Finance and Administration Committee

RECOMMENDED ACTION: Approve

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

Tennessee Code Annotated § 49-7-1601 et seq. was amended in 2018 and includes the following provision

49 - 7-1603(b)
    (1) By January 1, 2019, each board shall develop a list of factors that shall be considered when developing recommendations to increase tuition and mandatory fees. The factors shall include, at a minimum, the level of state support; total cost of attendance; and efforts to mitigate the financial effect on students.
    (2) Each state university and each campus in the University of Tennessee system shall post on its website a summary of the recommendations pursuant to subdivision (b)(1).

In compliance with this legislation, the university is proposing the following factors that the Board will consider when developing recommendations to increase tuition and mandatory fees:
    a. Level of state support;
    b. Total cost of attendance;
    c. Efforts to mitigate the financial effect on students;
    d. Tennessee Higher Education Commission (THEC) binding tuition and mandatory fee increase ranges;
    e. Other factors affecting the university's financial stability such as projected student enrollment; university enrollment goals; market and cost factors for higher education; new program or new facility cost; and cost related to operations, programs of study, or individual courses.

MOTION: I move that the Board of Trustees adopt the following resolution approving the factors used when considering an increase in tuition and mandatory fees.

      RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the factors it uses when considering an increase in tuition and mandatory fees as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2018

ITEM: Fee Structure for Online Masters of Science in Criminal
                             Justice

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Wilsie Bishop
                             Vice President for Health Affairs

The College of Arts and Sciences, Department of Criminal Justice and Criminology proposes offering
the complete 36-credit MA in Criminal Justice online for a total fee of $19,800, i.e. $550 per credit. If
approved, this on-line program and pricing will prove highly attractive to prospective students, our
own graduates as well as others who are familiar with the department.

**COMMITTEE'S MOTION: I move that the Board of Trustees adopt the resolution,
approving the online masters program in criminal justice and its fee structure.**

> **RESOLVED: Upon recommendation of the Academic and Student Affairs
> Committee, the Board of Trustees approves the masters of science in criminal
> justice and its associated fee structure**.

Proposal for a Revised Pricing Model for
An Online MA Degree in Criminal Justice

Proposal

The College of Arts and Sciences, Department of Criminal Justice and Criminology proposes offering the complete 36-credit MA in Criminal Justice online for a total fee of $19,800, i.e. $550 per credit.

Introduction

The Department of Criminal Justice and Criminology offers BA and BS degrees, as well as a MA degree and a graduate certificate in Forensic Document Examination. While the number of undergraduate majors is large and has ranged between 338 and 458 over the past seven years, and the numbers of graduates has been around 90 or more per year, the MA program is small. The headcount has declined from 27 in fall 2013 to 18 in fall 2017; of those, seven received graduate assistantships and six received tuition scholarships, each of which provides full tuition coverage. In short, we are attracting very few tuition-paying graduate students.

Prospective MA Students

Graduates of our undergraduate program find employment in policing, corrections and probation/parole, in public and private security, and in agencies across the state and beyond. We believe that many of our graduates, and others, would choose to pursue a graduate degree in Criminal Justice at ETSU if it was available to them where they are, and if it was affordable. A majority of our graduates indicate they hope to secure a state or federal position in the future, positions that are very competitive and for which an advanced degree would be highly desirable. Prospective students who are employed full time, often involving shift work, would benefit from the availability of an on-line MA program, and with entry-level and median salaries for criminal justice occupations being around $24,000 and $34,000, respectively, affordability is also critical.

Availability of the MA in Criminal Justice

To address the need for availability, we will offer the entire MA curriculum (36 credits required) in an asynchronous online format beginning in fall 2019. This will be in addition to the on-campus program and THEC will be notified of this additional delivery mode. We will offer a carousel of core courses (18 credits required) each fall and spring, with electives available in fall, spring and summer. This will allow a student to complete the degree in as little as 16 months (fall, spring, summer, fall; or spring, summer, fall, spring), or to pursue the degree at a more relaxed pace. A proposed schedule of course offerings follows this narrative. (See Appendix A, Proposed Schedule of Online Course Offerings and Appendix B, Core and Elective Courses)

Affordability of the MA in Criminal Justice

To address affordability, we propose that the cost should be $550 per credit (for both in-state and out-of-state students) and should remain fixed for a period of three (3) years starting in fall 2019.

The figure of $550 consists of the current (2018-19) in-state graduate maintenance fee of $470, the eRate program service fee of $30, and the graduate on-line fee of $50. The cost of $550 would include all instructional materials, which would be provided by the department. With this rate in place, we could advertise that a student could "earn a MA degree in as little as 16 months for less than $20,000!" (36 credits at $550 per credit would total $19,800.)

A review of other on-line MA degrees in Criminal Justice reveals costs ranging from $249 per credit for in-state students at East Carolina University to rates in excess of $700 per credit. Within Tennessee, Bethel University offers a 36-credit degree with an all-inclusive rate of $495 per credit, whereas the University of Memphis Global program offers a 33-credit degree at $603 per credit for all students. The proposed rate of $550 per credit for 36 credits would provide a total cost almost identical to that at the University of Memphis for 33 credits. A number of states have moved to a flat rate for in-state and out-of-state students so the proposed pricing would make the program competitive with them also.

Implementation

Students who are part of the 2019-20 cohort will be identified separately from those in the on-campus MA program in order to be eligible for the reduced rate and they will be guaranteed this rate for 3 years, allowing students who take only 6 credits per semester, fall and spring, to complete the program. We will continue to review the tuition rate compared with other programs but with the intent of maintaining the $550 per credit rate for a period of three years for each incoming cohort.

Impact

The faculty and programs in Criminal Justice at ETSU are highly respected and we believe that, if approved, this on-line program and pricing will prove highly attractive to prospective students, **our own graduates** as well as others who are familiar with the department. It is difficult to know how many will choose to enroll in this program in its first year, but we anticipate 10-20 students. As the on-line program becomes recognized across the state and beyond, we expect that number to grow. Faculty in the Department of Criminal Justice and Criminology have developed extensive plans for marketing the proposed program. The field of criminal justice has changed over the years, with evidence-based practices requiring advanced knowledge of research methods, computer applications, and program planning and evaluation. This region has lagged in this respect, and the proposed degree program will allow current practitioners to address that shortcoming.

Appendix A

Proposed Schedule of Online Course Offerings

Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)
CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)
Elective 1 (Rush)	Elective 9 (Miller)	Elective 5 (Prior)	Elective 2 (Rush)	Elective 7 (Edwards)	Elective 4 (Pealer)
	Elective 2 (Rush)	Elective 10 (Miller)	Elective 11 (Osborne)	Elective 12 (Osborne)	Elective 9 (Miller)
Spring 2020	**Spring 2021**	**Spring 2022**	**Spring 2023**	**Spring 2024**	**Spring 2025**
CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)	CJCR 5010 (Edwards)	CJCR 5020 (Miller)	CJCR 5950 (Pealer)
CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)	CJCR 5850 (Osborne)	CJCR 5031 (Pealer)	CJCR 5000 (Prior)
Elective 5 (Prior)	Elective 8 (Edwards)	Elective 7 (Edwards)	Elective 6 (Prior)	Elective 2 (Rush)	Elective 7 (Edwards)
	Elective 11 (Osborne)	Elective 1 (Rush)	Elective 3 (Rush)	Elective 8 (Edwards)	Elective 3 (Rush)
Summer 2020	**Summer 2021**	**Summer 2022**	**Summer 2023**	**Summer 2024**	**Summer 2025**
Elective 4 (Pealer)	Elective 3 (Rush)	Elective 4 (Pealer)	Elective 5 (Prior)	Elective 6 (Prior)	Elective 10 (Miller)
Elective 7 (Edwards)	Elective 12 (Osborne)	Elective 10 (Miller)	Elective 8 (Edwards)	Elective 1 (Rush)	Elective 12 (Osborne)

Appendix B
Core Course Information

Course	Topic	Instructor	Semesters Offered
CJCR 5000	Criminological Theory	Prior	Fall 2020 Spring 2022 Fall 2023 Spring 2025
CJCR 5010	Seminar in Courts	Edwards	Spring 2020 Fall 2021 Spring 2023 Fall 2024
CJCR 5020	American Policing	Miller	Fall 2019 Spring 2021 Fall 2022 Spring 2024
CJCR 5031	American Corrections	Pealer	Fall 2019 Spring 2021 Fall 2022 Spring 2024
CJCR 5850	Research Design in Criminology	Osborne	Spring 2020 Fall 2021 Spring 2023 Fall 2024
CJCR 5950	Quantitative Methods in Criminology	Pealer	Fall 2020 Spring 2022 Fall 2023 Spring 2025

Elective Course Information

Course	Topic	Instructor	Semesters Offered
Elective #1	Sex Offenders	Rush	Fall 2019 Spring 2022 Summer 2024
Elective #2	Crime Prevention and Environmental Design	Rush	Fall 2020 Fall 2022 Spring 2024
Elective #3	Victimology	Rush	Summer 2021 Spring 2023 Spring 2025
Elective #4	Community Corrections	Pealer	Summer 2020 Summer 2022 Fall 2024
Elective #5	Correctional Counseling	Prior	Spring 2020 Fall 2021 Summer 2023
Elective #6	Juvenile Justice	Prior	Spring 2023 Summer 2024
Elective #7	Crime and Public Policy	Edwards	Summer 2020 Spring 2022 Fall 2023 Spring 2025
Elective #8	Organizational Theory and Leadership	Edwards	Spring 2021 Summer 2023 Spring 2024
Elective #9	Criminal Justice Administration	Miller	Fall 2020 Summer 2022 Fall 2024
Elective #10	Forensic Applications in Criminal Justice	Miller	Fall 2021 Summer 2025
Elective #11	Crime Analysis	Osborne	Spring 2021 Fall 2022
Elective #12	Program Planning and Evaluation	Osborne	Summer 2021 Fall 2023 Summer 2025

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 16, 2018

ITEM: Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: David Linville, Secretary

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

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

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

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

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

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

September 21, 2018
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Finance and Administration Committee met at 10:15 a.m. on Friday, September 21, 2018, in the multipurpose room of the Reece Museum on ETSU's main campus in Johnson City, Tennessee.

I.   **Call to Order**
       Trustee Steven DeCarlo, chair of the Finance and Administration Committee, called the meeting to order at 10:19 a.m.

II.   **Roll Call**
       Secretary Dr. David Linville called the roll. Committee members in attendance were:

           Steven DeCarlo, chair
           Dorothy Grisham
           Keyana Miller
           Ron Ramsey
           Jim Powell

       Secretary Linville told Chair DeCarlo he had a quorum.

       Others in attendance were: Jeremy Ross, chief operating officer; B.J. King, chief financial officer; Pam Ritter, University Advancement/ETSU Foundation; Bill Flora, Faculty Senate; James Batchelder, College of Clinical and Rehabilitative Health Sciences; and Amanda Mowell, University Relations (taking minutes).

III.   **Approval of the Finance and Administration Committee Minutes of April 27, 2018**
       Trustee Powell made a motion to approve the minutes from the April 27 meeting. It was seconded by Trustee Grisham and unanimously approved.

IV.   **College of Nursing Insurance Payments Bank Account**
Dr. B.J. King presented a request from the university to establish two new bank accounts. The College of Nursing requested a separate account for patient and insurance payments for nurse-managed clinics, which will ease reconciliation through the third-party payment processor. The Payroll Office requested a separate account for the deposit and remittance to the State of Tennessee trust fund for other post-employment benefits (OPEB). The requested bank account would operate similar an existing account used by Payroll to deposit and remit current employee and employer contributions for health insurance.

King reminded committee members that the Board of Trustees is responsible for the approval of banking services. She added that an RFP for University's banking services has been completed and will be brought before the board this afternoon.

Trustee Grisham made a motion to recommend the adoption of the resolution by the Board of Trustees. It was seconded by Trustee Powell and unanimously approved.

V.   **Quarterly Reports of Agreements $250,000 or Greater**
Dr. King gave a brief overview of the list of agreements, which include both expenditures and revenues totaling $250,000 or greater for the period April 2018 to June 2018.

King said the $2 million agreement with AXIS security is for services provided during a five-year period. The amount in this agreement increased from the previous agreement because security needs have also increased. There were several questions about AXIS Security to which Dr. King replied that an RFP was issued and competitive bids were submitted.

King also discussed the revenue contract for sponsorship sales and multi-media rights between the Department of Intercollegiate Athletics and Van Wagner Sports and Entertainment. She said the contract guarantees at least $750,000 of revenue annually with the possibility of generating $10 million over the course of the contract. King added that this contract through a third party avoids issues created by the new tax law.

VI.   **Overview of the Tuition Transparency and Accountability Act**
Dr. King provided an overview of the Tuition Transparency and Accountability Act that was passed by the Tennessee General Assembly during the past legislative session. There are several provisions of the law that modify current practices. The first part of the law requires public university governing boards to post 15 day prior notice and justification for proposed increases in tuition, which King said will not be

difficult to do since justification is given for proposed tuition increases when they are presented to the Board of Trustees for approval.

The second part of the law requires university governing boards to provide a report to the office of legislative budget analysis each February detailing the expenditure of revenues derived from the tuition and fee increases from the prior year. King said while this will be a responsibility of the Board of Trustees, the report should be easy to assemble.

The third part of the law drew much discussion. On Aug. 1, 2019, public four-year institutions shall provide every accepted student with a non-binding, predictive cost projection for a student's chosen field of study over a four-year period. King said this is to be provided one time, upon admittance, but the letter would need to be carefully crafted and input would be needed from academic colleges and departments where course fees are determined. Following several questions from committee members, King responded that legal language in the letter may result from a collaboration between universities across the state.

King added that a desire exists for cohort tuition across the state, which ETSU has recently started discussing. Even though cost increases have trended downward, King said implementing it would likely require a substantial fee increase.

VII. **Capital Project Update**
Mr. Jeremy Ross provided an update on capital projects.

The master plan for the university is updated every 10 years and is due to be reviewed again next year. It has been amended since the last master plan was issued in 2010. Work on the D.P. Culp Center renovation and the Martin Center for the Arts construction continues and both projects are on schedule. Ross also reported that programming for upcoming renovations to Lamb Hall is nearing completion, while renovations to Building 60 on the VA campus were completed on time and under budget. At least seven agencies are involved in the purchase of the Millennium Centre slated to close Oct. 1. Ross said the Millennium Centre offers much needed meeting space during the Culp renovation and presents an opportunity for academic expansion.

Ross also provided an update on the proposed Humanities building to replace the Campus Center Building for an estimated cost of $76.6 million. The project was presented to the Tennessee Higher Education Commission last year, and made the statewide priority list, but was not funded. Ross said the university hired an architect

to strengthen the contents of the proposal and resubmitted. Results should be available in December.

Additional projects ongoing or recently completed include the football locker room, the installation of 450 door locks to increase campus safety, solar panels installation on the roof of the Sherrod Library, upgrades to several classrooms and the tennis complex, plus turf upgrades at the Mini-Dome and a new outdoor dining area to accommodate the Steak 'n Shake food truck. A portion of the Mini-Dome has been renovated and will be home to the new Benefits and Wellness Center. ETSU received $9.54 million from the state to fund capital maintenance projects this fiscal year.

VIII. Other Business
No other business items were discussed.

IX.   Adjournment
The meeting adjourned at 11:22 a.m.

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

MINUTES

September 21, 2018
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Academic and Student Affairs Committee met at 10:15 a.m. on Friday, September 21, 2018, in the Reece Museum on ETSU's main campus in Johnson City, Tennessee.

I.   Call to Order

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

II.   Roll Call

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

Dr. Linda Latimer, Chair
Janet Ayers
David Golden
Dr. Fred Alsop

Guests in attendance included: Dr. Gordon Anderson, Dean, College of Arts and Sciences; Dr. Bert Bach, Provost and Vice President for Academic Affairs; Dr. Joseph Bidwell, Chair/Professor, Department of Biological Sciences; Dr. Wilsie Bishop, Vice President for Health Affairs; Dr. William R. Duncan, Vice Provost for Research; Dr. Susan Epps, Professor of Allied Health Sciences; Dr. Mike Hoff, Associate Vice President for Institutional Research and Chief Planning Officer; Dr. Jeff Howard, Associate Vice President for Student Engagement; Dr. Karen King, Chief Information Officer and Senior Vice Provost for Information Technology Services; Dr. Sam Mayhew, Assistant Vice President of Student Affairs; Mr. Scott Niswonger, Chair, Board of Trustees; Dr. Brian Noland, President; Dr. Robert Price, Chair/Professor, Department of Mathematics and Statistics; Dr. Robert Standaert, Chair/Professor, Department of Chemistry; Ms. Kristen Swing, Director, Communications; and Ms. Jennifer Hill of University Relations (taking minutes).

III.   Approval of the Committee Minutes from April 27, 2018

Trustee Alsop made a motion that the minutes of the April 27, 2018, meeting of the committee be approved and submitted. Trustee Ayers seconded the motion and the minutes were unanimously approved.

IV.   Tenure Appointment with the Rank of Professor in the Department of Literature and Language for Dr. Sharon McGee

Dr. Bert Bach recommended that the Committee approve President Brian Noland's recommendation of tenure upon appointment with the rank of professor in the Department of Literature and Language for Dr. Sharon McGee, Dean of the School of Graduate Studies.

Trustee Golden moved that the Academic and Student Affairs Committee approve the recommendation of tenure as presented. The motion was seconded by Trustee Alsop and approved unanimously.

V.   Academic and Student Policies

Dr. Bach presented and recommended for approval as a block the following nine policies, which have been revised to reflect current operations of the university and approved internally:

A. Academic Integrity and Misconduct
B. Academic Retention Standards – Undergraduate
C. Determining Grade Point Average (GPA) – Undergraduate
D. Determining Grade Point Average (GPA) – Graduate
E. Study Abroad Programs
F. Transfer and Acceptance of Undergraduate Credit
G. Transfer and Acceptance of Graduate Credit
H. Undergraduate Reverse Transfer
I. University Catalogs

Dr. Bach noted that these nine policies can be classified under four types of action. Three – A, B, and E – were all Tennessee Board of Regents policies that were converted to Board of Trustees policies with no substantive revisions. Two others – C and D – were created through pulling relevant information from other existing policies to better communicate with various publics; these were originally part of other policies but were separated because they were difficult for students and others to find. Policies F and G were pulled into stand-alone policies. Policy H is an existing policy but is being presented in the new format. Policy I is new and is related to recent changes in Southern Association of Colleges and Schools Committee on Colleges (SACSCOC) recommendations; it makes it clear how standards related to production and implementation in archiving of student catalogs are handled.

Trustee Alsop made the motion that the Committee recommend adoption of these policies to the Board of Trustees. The motion was seconded by Trustee Golden and approved unanimously.

VI.   Academic Programming and Program Delivery: A Report of the Advisory Work Group

Dr. Bach told the committee that this report is a major initiative that came as a result of issues and opportunities brought up during the Board of Trustees' 2018 Summer Retreat. The discussion focused on types of programs that were or were not in the pipeline, and those that should be in the pipeline. President Noland issued a charge to look at protocol and communication to the Board at this meeting about particular programs you might anticipate seeing moving forward for proposals in the next two years.

Dr. Bach said that the Advisory Work Group, which is comprised of the associate deans who work with programming in each of the colleges and has been meeting biweekly under the leadership of Dr. Susan Epps, has identified 15 types of proposed actions in academic program development and program delivery modalities to consider, including some new majors, new minors, concentrations, and more. He named some highlights from the report:

- One is new majors. The report indicates six potential new B.S. degrees – one in Facilities Management in the Department of Engineering, Engineering Technology and Surveying in the College of Business and Technology, another in Elementary and Special Education in the Clemmer College's Department of Curriculum and Instruction, and four in the College of Public Health in Human Health, Microbiology, Public Health, and Health Administration, which are conversions from undergraduate concentrations. Dr. Bach noted that the Tennessee Higher Education Commission has indicated that it will look at conversions from concentrations to major programs if those concentrations have strong enrollment.
- Four new undergraduate concentrations within the B.A. program in Theatre in the College of Arts and Sciences' Department of Theatre and Dance – Acting, Design/Production, Musical Theatre, and Physical Theatre – along with a concentration in Cybersecurity and Advanced Networking within the B.S. program in Computing in the College of Business and Technology's Department of Computing, are proposed. Two other possible concentrations include Mechatronics in the B.S. program in Engineering Technology in the Department of Engineering, Engineering Technology and Surveying and Certified Family Life Educator in the Clemmer College's Department of Counseling and Human Services. Dr. Bach noted that the concentrations in Theatre are consistent with the ongoing ETSU Arts Initiative and construction

of the new Performing Arts Center, and the Mechatronics concentration would build on the department's strengths in mechanical and electrical engineering and recognize the potential market for new students.

- The B.S. Program in Sociology in the Department of Sociology and Anthropology in the College of Arts and Sciences, which already has significant online components, could go fully online.
- Among eight potential new graduate degree majors that have been identified is an M.F.A. in Digital Media in the College of Business and Technology's Department of Digital Media; Dr. Bach noted that ETSU already has an M.F.A. in Art, and the university's undergraduate program in Digital Media is strong, with approximately 400 students, and could easily build an M.F.A. These also include a possible doctorate of occupational therapy in the College of Clinical and Rehabilitative Health Sciences' planned new Department of Occupational Therapy. In that same college, the Department of Rehabilitative Sciences could implement both an M.S. in Prosthetics and Orthotics and a Ph.D. in Rehabilitative Sciences, and collaborate with the Clemmer College's Department of Sport, Exercise, Recreation, and Kinesiology on an interdisciplinary M.S. in Sports Nutrition and Sports Science.
- Some programs that could convert in modality from on-ground to online are the master's degree programs in Criminal Justice in the College of Arts and Sciences, Financial Economics and the M.B.A. in the College of Business and Technology, and the Health Data Analytics Certificate Program in the College of Public Health.

Dr. Bach said all of the programs for which the colleges have made those particular commitments are on the list presented in the Committee's materials. He emphasized that work is ongoing and proposals for these and other programs listed are in various stages of completion, and this list may be amended as time goes by.

In discussion, Trustee Alsop expressed concern that some of these potential programs may reflect the new budget model, with deans having more control over funding, which could escalate into credit-grabbing from one department to another. He asked for assurance that Dr. Epps and the Working Group are conscious of this.

Dr. Bach said yes, he understood that there was an observation that ETSU's pipeline of academic programs was not as robust as might be expected, and that there was also the observation that these were concurrent with implementation of the new budget model. He noted that Dr. Epps has convened the Working Group regularly to address questions, discuss opportunities for collaboration and cooperation, and work out any issues that might arise. He assured the Committee that the ongoing process would provide opportunities for these issues to be discussed, and that discussion would also take place at a forthcoming meeting of the Academic Council.

Dr. Epps added that the Working Group has identified exactly what Trustee Alsop has described and is meeting with Dr. Mike Hoff and speaking with Dr. Bach about the

group's process to make sure it is focused on how we can work with what we already have in a cooperative manner. The group is looking at how the different units can work together to make what ETSU has even better.

Trustee Golden said the mission of ETSU is preparing students to enter the real world, and an interdisciplinary approach to problem solving is usually what helps. He said that in the real world, there is often tension between domain expertise and the ability to work in an interdisciplinary manner. He asked how to ensure that the structure encourages and facilitates interdisciplinary courses of study so students who graduate will be prepared for the real world.

Dr. Bach said discussions have taken place regarding that concern and that ETSU has opportunities for improvement, as there is a greater awareness now than in the past, as well as room for a number of venues for interdisciplinary study.

VII.   STEM at ETSU Report

Dr. Gordon Anderson delivered a presentation on "Science, Technology, Engineering and Mathematics (STEM) at ETSU." He noted that while STEM-related programs exist throughout the university, he would focus primarily on those within the College of Arts and Sciences. He introduced Drs. Robert Price, Joseph Bidwell, and Robert Standaert, chairs of the departments of Mathematics and Statistics, Biological Sciences, and Chemistry, respectively.

Dr. Anderson showed the numbers of undergraduate and graduate student majors and graduates of various STEM-related departments. He noted that Biological Sciences is the second largest department in the College behind Psychology, while some of the smaller programs include Geosciences and Physics. He pointed to five STEM graduate programs that are modest in size, and a doctoral program shared between Biological Sciences and the Quillen College of Medicine's Department of Biomedical Sciences. He noted the fluctuations in enrollment and said that enrollment is limited by the numbers of graduate assistantships, tuition scholarships and tuition waivers available.

Dr. Anderson pointed out that several STEM departments, such as Mathematics and Statistics, Biological Sciences, and Computing, have heavy enrollment in lower level, general education courses that are required of all students. He also described the external funding obtained and the numbers of publications and presentations given by STEM faculty in recent years.

Dr. Anderson shared some highlights of the educational and outreach activities by the STEM-related departments, including:
- Hosting the annual Governor's School in Integration of Biological and Statistical Sciences.

- The Center of Excellence in Mathematics and Science Education offers Science Literacy in Education (SLICE), the Upper East Tennessee Early Mathematics Tournament for fourth through eighth graders, and Eastman MathElites and SciencElites.
- Ongoing collaborative involvement in math and science education at Johnson City's North Side Elementary School that has continued even after the $5 million National Science Foundation grant to establish this "Science First!" collaboration ended.
- Student research at the undergraduate and graduate levels is highlighted through the annual Southern Conference Undergraduate Research Forum, Tennessee's Posters at the Capitol program, and ETSU's Boland Symposium and Appalachian Research Forum. Dr. Anderson pointed out that the Department of Mathematics and Statistics is unusual in having an undergraduate research requirement for the bachelor's degree. He also noted that each of the College's mathematics and science departments has an Honors-in-Discipline program, and that the university has an undergraduate research office housed within the Honors College.
- The Center of Excellence in Paleontology features the Gray Fossil Site, ETSU Museum of Natural History, and Hands On! Discovery Center. Dr. Anderson noted that while fieldwork takes place on-site, visitors can view prep labs inside the building and enjoy interactive exhibits. Over 12,000 volunteer hours were spent at the site in the last year.
- The Department of Biological Sciences is constructing a new greenhouse beside University School, and its EagleCam, through which two American Bald Eagle nesting sites may be viewed, is garnering significant attention locally, nationally, and internationally.
- The Department of Geosciences is using drones for a variety of remote sensing activities.
- The Department of Physics and Astronomy hosts public events at both the Powell Observatory and the Planetarium.
- The Department of Chemistry frequently conducts demonstrations in area schools.

Dr. Anderson said that because of expressed student interest and workforce needs, the College is looking at developing interdisciplinary programs in Environmental Science, which would involve the areas of Chemistry, Geosciences, Biological Sciences, and Environmental Studies in Appalachian Studies; and Data Science, which would involve the areas of Physics and Astronomy, Biological Sciences, Mathematics and Statistics, Computing, and Biostatistics and Epidemiology.

Dr. Anderson also shared the current needs within the STEM areas, including updates in facilities and equipment in the university's biology and chemistry labs. He said that the departments have strong faculty and programs, but the facilities sometimes do

not match those of the high schools from which visiting prospective students come. Laboratory instrumentation is aging and in poor repair, and is in need of replacement. Dr. Anderson also pointed out that one of the biggest challenges is in recruiting and retaining graduate students due to stipends that are low compared to those offered at peer institutions.

In discussion, Trustee Alsop referred to Dr. Anderson's statement that graduate students are limited by the number and size of stipends and said that does not make ETSU very competitive. He thanked Dr. Anderson for letting the Committee know the needs of the STEM departments, and asked if there was a strategic plan built around the STEM portion of the College of Arts and Sciences and other STEM areas that would help the university move toward meeting those needs.

Dr. Anderson said the College would continue to do what it can with the resources available. He noted that the teaching lab in Physics and Astronomy has been updated. He said one of the primary ways of dealing with research instrumentation is through grants from federal agencies, which usually require matching funds from the university. He noted that ETSU has a lot of catching up to do; resources are scarce, and there is a 10-year gap between major equipment purchases. Dr. Anderson said the university needs to talk more to regional companies about obtaining equipment they may be replacing, and look at partnering with industry and other areas on campus.

Trustee Niswonger asked how often the viability of programs is evaluated. He mentioned Surveying, which runs from five to eight students per year, and Physics. He asked how ETSU can afford to teach that program in surveying.

Dr. Bach noted that Surveying is in the College of Business and Technology and is a baccalaureate program recognized through the Academic Common Market in more states than any other program. He said citizen advocates come to the Academic Affairs Office. One of the recurring issues with the Surveying Program, he said, has to do with the degree to which the credential itself is reflected in the employees they are hiring. That has been an ongoing question because of fact it is recognized through the Academic Common Market. Trustee Niswonger asked if the Surveying Program is self-sustaining, or if industries would be willing to help fund it because of the quality of ETSU's graduates. Dr. Bach noted that Trustee Niswonger was pointing to an opportunity the university would need to look into.

Trustee Niswonger asked if the programs are reviewed annually for their ability to be self-sufficient. Dr. Bach said they are reviewed every year by the university relative to its own cycle and every four to five years by the state. If programs are mature, they are looked at to make sure they have not fallen below established benchmarks.

There is a formal review and a statement of approach to addressing problems, and the same applies to master's and doctoral programs.

Trustee Niswonger asked when the last time a program was reviewed and taken out as a result. Dr. Bach said that Art History was taken to establish a Brand and Media Program.

Dr. Anderson said that Physics and Philosophy are always the last two lowest-producing departments, but it is self-evident that a university needs a Philosophy Program, and Physics is basic to all the sciences and engineering. He said that undergraduate programs in these disciplines are small across the country, but ETSU got a commendation recently from the American Physical Society for reaching 10 graduates in one year. The quality of the faculty and the education they provide is much higher because they have opportunities to work with students at a higher level.

Trustee Niswonger stated that the point he was trying to make was to not let outliers take resources away that should be invested in programs with 21st century job potential. Trustee Alsop reiterated that Physics is not just for Physics majors but is required for Biology majors.

Trustee Ayers described a "disconnect" between the presentations the Board is seeing on ETSU's research focus, its impact on the community, and the opportunities of the Ballad Health merger and the state of the university's science labs as presented during this meeting. She asked what strategic plan is in place for this area.

Chair Latimer noted that the Ballad merger has taken place and Board meetings are still being steered toward that. She indicated that several members are thinking that they see good presentations at the university but do not understand how the vision, goals, strategies, and metrics are going to get us to the area we are trying to accomplish. She said when the Board sees these facilities, they would like to hear what can be done. She suggested, as an example, that Microbiology students might be able to use labs at the Quillen College of Medicine at times when those labs are not in use by medical students. She said the Board members want the university to succeed and are there to help in any way they can.

Trustee Golden indicated he would like to see vision with strategy to take advantage of the opportunities that will be presented by the Ballad merger. He said that a synthetic biology lab is a fraction of the cost it used to be, and he suggested looking at the latest and best technology available. He suggested that what the university used to do is not what it needs to continue to do and noted that the cost of laboratories has decreased. He said the university could also use the "MacGyver Principle" and find ways to use the resources it has now in new ways.

Trustee Niswonger asked university officials to give a presentation on the laboratory needs of the university and solutions at the next meeting.

Trustee Ayers said she was not speaking of more money, but of strategy. She said she wants to see ETSU ahead of Middle Tennessee State University and other institutions instead of ETSU chasing them.

Trustee Golden said he does not believe there are any iGEM (International Genetically Engineered Machine) universities in Tennessee. He said iGEM is a synthetic biology competition at the university and advanced high school level. He described it as taking genetically engineered organisms to solve real-world problems, and said it is fairly low cost and takes faculty support. ETSU could be the only institution in Tennessee that would be doing that. There are open-source materials available related to this.

Chair Latimer told Dr. Anderson that he leads a very important college, and that she found it interesting that both the sciences and the arts are under one college. She suggested the possibility of separating the two so that each could get more attention and take advantage of the opportunities that could be presented by both the Ballad merger and the new arts facility. Trustee Alsop said that concept has been mentioned from time to time over several decades. He said the College of Arts and Sciences is critically important because of the size of the college as it exists now, and to make it two entities would take a lot of planning on the part of the university and the deans who would be involved. He said that with the new initiatives mentioned and the movement going on with the new governing board, he believes it is time to look at new concepts, including this. Trustee Niswonger voiced support for the idea of splitting the sciences and the arts, and said he was not sure the arts is a part of opportunities available in the health sciences and research.

President Noland noted that during the work of the Committee of 125, there were conversations about the creation of a College of Arts and Letters or a College of Creative Arts, and another that would focus attention on the sciences. He said this input from the Committee gives the university an opportunity to focus on developing a new program matrix of what has been talked about historically, and added that the institution would need to look at colleges across the university and not just one. He said staff will bring a report on this to the next meeting.

VIII.   Peer Evaluation

Dr. Mike Hoff referred Committee members to the meeting documents showing kinds of accreditation and peer review activities taking place at the university this year,

which provide a look at the agencies that will be visiting or communicating with campus. Several undergraduate and graduate program reviews will happen.

Dr. Hoff also informed the Committee that in March 2019, the fifth year report is due to SACSCOC, which is a process required to maintain accreditation. As part of that review, a site visit to off-campus instructional sites by reviewers from other institutions will take place. He noted that staff are working very hard to report on all the principles and standards required for this, and ETSU's success in this will impact its ability to make other changes at the institution.

Dr. Hoff also noted that there will be some specialized accreditation activities for around 80 programs that are accredited. He said the university had good responses last year and he expects this to continue, as ETSU has a lot of committed faculty who want to see their programs succeed and achieve this recognition.

Dr. Hoff told the Committee that a review of ETSU's Chairs of Excellence and Centers of Excellence will take place in 2019 and will be reported to the Board. This review will make sure the financial support and recognition the university has gotten for those meets what ETSU is trying to do in recruiting.

Trustee Niswonger asked if there is any place within the institution where accreditation is in question, and Dr. Hoff said that he did not believe so, and added that engineering is going through the process to get accreditation.

President Noland said there is not an entity in jeopardy of losing accreditation, and the bulk of reviews go extremely well and are a strong affirmation of the work the university is doing. He noted that residency programs are handled differently from academic programs and sometimes go on or off warning status.

Dr. Wilsie Bishop said that there are currently concerns about one area related to leadership, faculty and clinical placement, and these are being addressed. Sometimes questions arise about medical residents' experiences. If there are warnings, unscheduled site visits may take place. Dr. Hoff added that this is not an uncommon thing, and the university responds quickly and clearly any time this happens.

IX.   Academic Action Notifications for the Period of January 1, 2018, through July 31, 2018

Dr. Bach presented a series of action notifications that are required to be reported to THEC and elsewhere. These are reported quarterly. In reference to the earlier discussion about program development over the next two years, Dr. Bach pointed committee members to an appendix to that listing that named programs that were implemented this fall for the first time.

X.   Other Business

In follow up to discussion earlier in the meeting, Chair Latimer noted that the Ballad merger represents the potential for funding and opportunities that could help ETSU reach the next level across the entire institution. She said the Board would like to hear more about objective targets, including departmental rankings and data about publication rates, conference presentations, and grants. She noted that the Board will soon do a self-evaluation, and that she personally is having trouble with vision, goals, strategy and metrics. She said other institutions are changing the name of the Academic and Student Affairs Committee to Academic, Research and Student Success. She said that because research is such an important area, the Board needs to have a good understanding of what researchers are doing and how they are doing it, and to know the results. She indicated that Board members would like to find more online than the financials related to research, but more details on the research itself. Trustee Golden agreed and referred to a point made in Committee feedback earlier in the year that speed matters.

XI.   Adjournment

There being no further business, the meeting was adjourned at 11:38 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

September 21, 2018
Johnson City, Tennessee

The East Tennessee State University Board of Trustees Audit Committee met at 9 a.m. on Friday, September 21, 2018, in the Reece Museum on the ETSU campus.

I.   **Call to Order**
Mr. David Golden, chair of the Audit Committee and vice chair of the Board of Trustees, called the meeting to order at 9:02 a.m.

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

Dorothy Grisham
Ron Ramsey
David Golden

Guests at the meeting were Becky Lewis, chief internal auditor; Martha Stirling, internal auditor; Dr. Brian Noland, ETSU president; Kristen Swing, director of communications; James Batchelder, assistant dean for fiscal affairs, College of Clinical and Rehabilitative Health Sciences; Dr. Lauren Collier, Tennessee Higher Education Commission; and Joe Smith, executive assistant to the president for University Relations (taking minutes).

III.   **Approval of Minutes of the Audit Committee from April 27, 2018**
The minutes of the April 27, 2018 meeting of the Audit Committee were presented and approved.

IV.   **Quality Assurance and Improvement Program**
Trustee Golden requested to move this topic up from agenda item VII to agenda item IV to allow for sufficient discussion time. Ms. Rebecca Lewis presented a summary of the recent Self-Assessment review in June 2018 followed by the Independent Validation in August 2018. It is required by the Institute of Internal Auditors (IIA) to periodically complete self-assessments and have an independent validation every five years. Through the self-assessment, ETSU identified a few areas that presented opportunities for improvement. These areas of improvement were not included in the report from the independent validators. The report from the independent validators showed that ETSU generally complies with all IIA standards, which is the best rating an Internal Audit department can obtain from its peers. The independent validators identified three opportunities for continuous improvement. One involves documenting in the audit report the date and person responsible for implementing recommendations. The second one involves the audit universe, which is used to develop our

audit plan, for the College of Medicine. The independent validators felt that ETSU needs to identify auditable areas within the College of Medicine and include them in the university. The final one had to do with making sure the Information Technology Auditor had relevant training and to include more IT audits on the plan.

ETSU's responses were included in the report within the audit provided at the meeting. Some of these actions can be easily accomplished, while others may be more difficult based on limitations with staff.

A discussion by committee members took place regarding the various types of IT audits that ETSU might conduct. These might include security audits, firewall audits, or high-level IT audits. Dr. Noland suggested we ask Dr. Karen King and Andrea Di Fabio to identify areas within our IT system that might present the highest risk. In follow-up to the report on the College of Medicine, President Noland recommended that the College of Medicine be included on the audit universe and that we begin by identifying the areas that we could audit and then determine which present the highest risk.

V.   Audit Plan

The Audit Plan for fiscal year 2019 was presented for approval. This was provided to Trustee Golden prior to the July 1 meeting in order to obtain preliminary approval at the start of the fiscal year. The committee approved the plan and made a motion to ratify any previous work for the plan that was already done. That motion passed as well.

VI.   Audits and Investigations Performed

Five completed audits were presented, with three not having any issues or concerns noted. These were the men's soccer expenditures, the National Automated Clearing House Association (NACHA) website transaction data, and the state audit follow-up. Our prior state audit report had two findings, and the follow-up revealed that corrective action had been taken. The other two audits were requested by the College of Nursing. One involved financial procedures, and the other involved patient safety. The audit on financial procedures revealed supporting documentation was not always prepared and maintained. In addition, the fee schedule used did not always match the approved fee schedule. The audit on patient safety revealed improvements were needed in regard to privileging and credentialing, follow-up appointments, and the physician's review of charts. Details for those audits were included in the executive summary, and full reports are available upon request.

In addition to the five audits, ETSU completed three reports related to investigations. The first was from the Office of Student Support Services in the College of Nursing. Two reports were issued. The first involved a non-exempt employee who had claimed to have worked overtime without compensation for years. While the investigation did show she may have worked outside her normal schedule, there were also concerns about unrecorded leave and abuse of FMLA. The second report involved some inappropriate Procard purchases of another employee within the department.

The third report was for a payroll services fraud that involved two employees who had responded to a phishing email that gave fraudsters access to their email and allowed them access to communicate with ETSU's Payroll office. The university was able to recuperate a portion of the diverted funds.

Ms. Lewis also presented an overview of the Audit Heat Map.

VII.   **Recommendation Log Status as of August 31, 2018**

A copy of the Recommendation Log was shared revealing that many follow-up reviews have been completed since the last meeting. Several other projects should be completed by the next meeting.

VIII.   **Annual Report on Audit Activity FY 2018**

Ms. Lewis shared a copy of the annual report for the Department of Internal Audition for the 2018 fiscal year. The report provides information to the Board of Trustees concerning 2018 audit efforts. Highlights of the report included a listing of all audits that were issued or were in progress during the year, the implementation of a new customer satisfaction survey process, the development of a fraud training presentation, and the results of a fraud risk assessment. The report also included mandatory disclosures that must be made as part of IIA Standards.

IX.   **Other Business**

Trustee Golden asked if there were any additional business items. Given there were none, the meeting adjourned and the committee moved into executive session.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: November 16, 2018

ITEM: Student Success

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

Staff will detail components of the diverse student success strategies being implemented at ETSU. Since 2013, ETSU has established evidence-based policies and practices that are designed to improve students' opportunity for success – ultimately graduation. During the strategic planning process, it was realized that a significant number of students matriculated at ETSU but eventually graduated from another institution. Additionally, many students who disenrolled had indicators that predicted they would have succeeded at ETSU. During the planning process, it was noted that ETSU's first-time student retention had fluctuated between 67% and 69% for many years in the context of declining graduation rates. ETSU began a concerted effort to both retain students who had the opportunity to leave for another institution and support students who were struggling in their studies. The university implemented several different projects to address student success, including:

- Introducing a "15 to Finish" campaign – promoting students taking 15 credit hours each semester – to increase credit accumulation
- Purchasing advising software from EAB to improve at-risk assessment
- Encouraging intrusive advising
- Hiring more college-level advisors and improving central advising
- Introducing more campus events
- Starting living-learning communities
- Completing a comprehensive revision of the first-year experience course, and
- Adding a summer bridge program.

As a result of the above initiatives in combination with the dedicated work of faculty and staff, ETSU has realized a 3 to 4 percent increase in retention and a 3 percent increase in graduation rates. Staff's presentation to the board will focus on the staff and student perspectives of these efforts, providing the board an in-depth review of student success at ETSU.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: November 16, 2018

ITEM: CCL Leadership Overview

PRESENTED BY: Richard Rhoda
                               Director of the Center for Community College Leadership

The East Tennessee State University Center for Community College Leadership was established in 2016. The fundamental purpose of the center is to increase and sustain the pipeline of leaders for community technical colleges in Tennessee and the Appalachian region. The center, which is housed in Clemmer College, is directly engaged in the work of the Tennessee Board of Regents, Tennessee Higher Education Commission, and the Community Colleges of Appalachia association.

The following is a report outlining the center's major 2017-18 accomplishments and 2018-19 goals. Dr. Richard G. Rhoda, center director, will provide a brief presentation on the work of the center to the Board of Trustees.

CENTER for COMMUNITY COLLEGE LEADERSHIP
Claudius G. Clemmer College of Education
EAST TENNESSEE STATE UNIVERSITY

Box 70550
Johnson City, TN 37614
P (423) 439-4430
F (423) 439-7636

Mission

The Center for Community College Leadership at East Tennessee State University brings a multidisciplinary approach to addressing the complex issues that face postsecondary education, particularly those in regard to community and technical colleges. In addition to conducting research projects focusing on the needs of community and technical colleges and analyzing state and regional policies, the center offers professional development, continuing education and training programs that reflect the needs and priorities of community college leaders.

2017 – 2018 ACCOMPLISHMENTS

Goal 1: Increase certificate enrollment and expand student representation from community and technical colleges across the state, as well as the region.

The inaugural cohort included 7 individuals from 4 Tennessee community colleges (Chattanooga State; Nashville State; Northeast State; and Volunteer State). The 2017-2018 certificate cohort doubled in size to include 14 students from three states (Tennessee, North Carolina, Ohio). Eight community colleges in Tennessee were represented and one TCAT was represented (Chattanooga State, Cleveland State, Columbia State, Jackson State, Motlow State, Northeast State, Pellissippi State, Walters State, TCAT-Nashville).

Goal 2: Host weekend seminar sessions on a community or technical college campus in Tennessee to provide cohort participants with opportunities to network and learn from state higher education administrators and policy leaders.

The 2017-2018 weekend seminar sessions included the following guest speakers: Mike Krause, Flora Tydings, Russ Deaton, Kate Derrick, Kenyatta Lovett, Pete Abernathy, Ginger Hausser, Emily House, Rick Locker, Lou Hanneman, James Fenton, Dan Caldwell, Andrew Dollar, Nathan Garrett, J. Mark Hutchins, and the THEC Policy Research Team.

Goal 3: Engage outstanding faculty to conduct research, develop curriculum, teach or co-teach in the Center's programming.

Dr. Jill Channing was selected to begin as Assistant Professor of Community College Leadership in August, 2018. Dr. Michael Torrence, affiliate faculty member in the certificate program, was promoted to President of Motlow State Community College in Spring 2018. Dr. Emily House, affiliate faculty member and Senior Research Officer for the Tennessee Higher Education Commission, taught the certificate capstone course in Summer 2018.

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Goal 4: Identify funding opportunities and resources that advance the work of the Center, including but not limited to scholarships, grants, professional develop funding opportunities and policy research funding opportunities.

The Appalachian Regional Commission provided a grant administered through the Community Colleges of Appalachia for student scholarships. Two students were awarded a $1,000 scholarship each in the Spring 2018 and a $1,000 scholarship each in Summer 2018. The Board of Trustees at ETSU approved the waiver of out-of-state tuition for institutional members of the Community Colleges of Appalachia.

Goal 5: Represent the Center at conferences and events to increase visibility and market programs.

The Executive Director attended the Tennessee Board of Regents presidents retreat in Fall 2017 and Spring 2018. The Center was selected to conduct an oral history project for TBR in Summer 2018. The Center was a gold sponsor for the Community Colleges of Appalachia summer conference in June 2018 ($5,000). The Center sponsored the ETSU Transfer Student Success Symposium in April 2018 ($1,000).

Goal 6: Leverage opportunities for community and technical college leaders to deliver data-based presentations and findings from applied research and program evaluation studies to cross-pollinate ideas across colleges and sectors thereby advancing the professional development skills of community and technical college leaders as scholar-practitioners.

The Associate Director of the Center served on the planning committee for the ETSU Transfer Student Success Symposium and facilitated the action steps discussion with community college partners. Six projects were selected for invited presentations, as follows:

(1) Smithers, D. Retention and Graduation Rates of African American and Hispanic Students in Community Colleges in Tennessee: An Index of Institutional Practices that Support Minority Student Success
(2) Honeycutt, J. Community College Honors Outcomes: A Propensity Score Analysis
(3) Walker, M. Community College Transition Experiences and Perceptions of Student Success: A Case Study of Community College Students in Recovery at Three Community Colleges in the U.S
(4) DeLozier, M., & Coleman, K. Transfer Advising at a Community College
(5) Waters, M. High Impact Practices and Community College Completion Rates
(6) Malloy, D. Advancing Technology Use Among Community College Faculty

The Executive Director will be attending the Tennessee Association for Institutional Research (TNAIR) conference in August to represent the Center.

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2018 – 2019 GOALS

Goal 1: Increase certificate enrollment and expand student representation from community and technical colleges across the state, as well as the region.

Goal 2: Host weekend seminar sessions on a community or technical college campus in Tennessee to provide cohort participants with opportunities to network and learn from state higher education administrators and policy leaders.

Goal 3: Engage outstanding faculty to conduct research, develop curriculum, teach or co-teach in the Center's programming.

Goal 4: Identify funding opportunities and resources that advance the work of the Center, including but not limited to scholarships, grants, professional develop funding opportunities and policy research funding opportunities.

Goal 5: Represent the Center at conferences and events to increase visibility and market programs.

Goal 6: Leverage opportunities for community and technical college leaders to deliver data-based presentations and findings from applied research and program evaluation studies to cross-pollinate ideas across colleges and sectors thereby advancing the professional development skills of community and technical college leaders as scholar-practitioners.

President's Report
ETSU Board of Trustees
November 16, 2018

Presentation Overview

- Current and future enrollment, student success, and budget conditions for ETSU

- Discussion of institutional strategic planning efforts and strategic initiatives

- Examination of institutional, state, and peer data patterns

- Legislative agenda for 2019-2020

- Overview of campus activities

ETSU's Core Values, Consistency in Mission

Purpose of the Normal School Law of 1909: 'For the education and professional training of teachers for the public schools of the state.' In a broader sense, the act focused squarely on improving living conditions in the regions of the three normal schools.

Four general principles recognized by our first president, Sidney Gilbreath:

1. Support goal of regional service

2. Scholarship

3. The study of education as a science, practice in teaching

4. A knowledge of the conditions and needs of the State.

Sidney Gilbreath

Citation: History of the East Tennessee State Teachers College. Burleson, Sinclair. 1947

Strategic Framework

1. Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom
   - The student experience is primary to access and student success

2. Ensuring the diversity and inclusion of people and ideas
   - A robust academic environment is achieved through diversity of people and ideas

3. Empowering employees to make ETSU a great place to learn, work, and grow
   - If we develop our staff they will develop our students

4. Supporting excellence in teaching
   - Teaching goes beyond the classroom and it is our core business, anything less than excellence is unacceptable

5. Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines
   - Research improves teaching, reputation, and lives

6. Leading the region forward through community engagement and service
   - A commitment to service is in our DNA and provides an opportunity for ETSU to separate ourselves from the competition

Strategic Goals by 2026

- Have 18,000 students enrolled on campus, online, or at a remote location.
- Have 3,500 out-of-state and international students enrolled.
- Have 2,000 transfer students enrolled.
- Graduate 60 percent of first-time, full-time, degree-seeking students within six years.
- Retain 85 percent of first-time, full-time, degree-seeking students from fall to fall.
- Receive 12,000 freshman applications with an average ACT of 24.
- Be an Insight into Diversity: Higher Education Excellence in Diversity institution.
- Receive $60 million for research and other extramurally sponsored activities.
- Receive $25 million in annual giving to ETSU.
- Have a 10 percent alumni giving rate.
- House 3,500 students on campus, with another 2,500 living within two miles of campus.
- Have market-salary equity for faculty, staff, and graduate assistant salaries/stipends.
- Be recognized as a Chronicle Great College to Work For.
- Be a recipient of the Carnegie Community Engagement Classification from the Carnegie Foundation.

2016-26 Strategic Planning Framework: Budget and Finance

Tennessee Budget Landscape

- The *Complete College Tennessee Act* and *Drive to 55* focus on increasing the educational attainment of Tennessee residents, i.e. creating a better prepared workforce.

- Tennessee has discontinued its long-standing enrollment-based model and transitioned to a nationally acclaimed "outcomes based" formula.

- Enrollment no longer factors into state funding, even though it is the driving factor for institutional budgets.

- State revenues are stable, and the budget forecast for the upcoming fiscal year is positive. However, state budget forecasts anticipate downward trends in the early 2020s.

- There is a shifting landscape of state support for salaries vis-a-vis the funding formula.

- Stable support for capital construction with the continued expectation for local matching funds. However, the policy framework by which projects are evaluated and funded has shifted as a result of changes in THEC policy.

State Appropriations for Tennessee Public Higher Education Formula Units
2012-13 through 2018-19

Institution	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Former TBR Universities							
University of Memphis	87,346,700	89,106,400	89,331,900	98,871,200	102,487,500	110,827,200	117,771,000
Middle Tennessee State University	77,193,600	81,024,600	82,830,300	86,020,200	90,791,800	97,003,700	103,216,200
East Tennessee State University	**45,772,200**	**48,685,000**	**48,048,900**	**51,547,600**	**55,391,900**	**61,099,800**	**65,770,700**
Tennessee Technological University	37,288,600	39,559,500	38,394,000	39,386,900	42,692,700	47,731,100	55,020,600
Austin Peay State University	28,537,600	32,995,000	34,239,800	37,040,500	40,393,800	44,621,700	47,857,100
Tennessee State University	30,810,900	32,610,800	32,088,900	32,954,100	34,773,400	36,757,500	39,402,300
Former TBR University Total	**306,949,600**	**323,981,300**	**324,933,800**	**345,820,500**	**366,531,100**	**398,041,000**	**429,037,900**
UT Universities							
University of Tennessee-Knoxville	153,343,900	174,335,300	179,044,900	188,226,200	199,956,000	223,270,000	234,382,200
University of Tennessee-Chattanooga	34,601,800	36,128,500	37,501,400	41,771,200	45,847,400	51,005,300	56,184,500
University of Tennessee-Martin	24,609,100	25,243,000	26,249,700	27,962,700	30,804,000	32,495,400	34,689,100
UT University Total	**212,554,800**	**235,706,800**	**242,796,000**	**257,960,100**	**276,607,400**	**306,770,700**	**325,264,800**

THEC Outcomes-Based Formula Components

Outcome
Student Progression: 30 Credit Hours
Student Progression: 60 Credit Hours
Student Progression: 90 Credit Hours
Bachelors Degrees
Masters Degrees
Doctoral/Law Degrees
Research/Grant Funding
Degrees per 100 FTE
Graduation Rate

THEC Outcomes-Based Funding

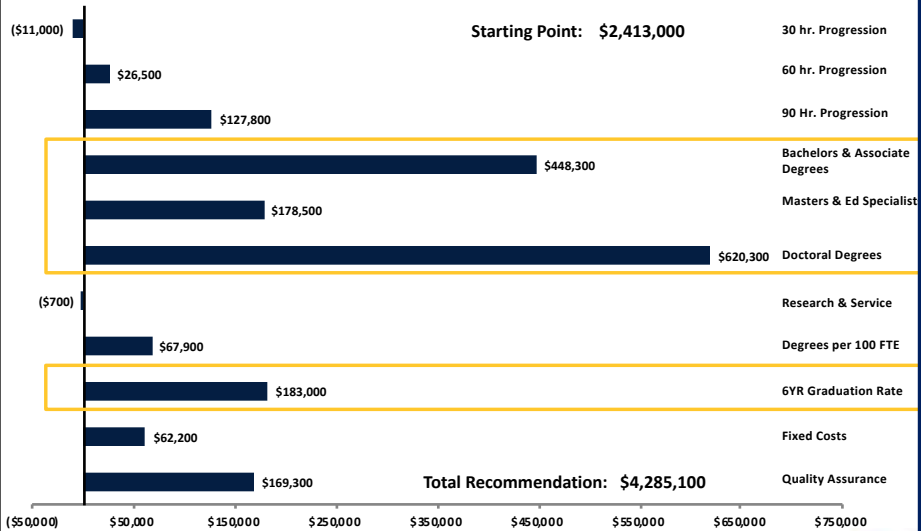| Academic Formula Units	2018-19 Appropriation[1]	2019-20 Formula Calculation	Breakdown of 2019-20 Changes		2019-20 Changes	2019-20 Recommendation	Percent Change	Percent Funded
			Outcomes Formula Adjustments	Share of New Funding				
LGI Universities								
Austin Peay[2]	$47,857,100	$73,145,700	($11,900)	$2,810,300	$2,798,400	$50,655,500	5.8%	69.3%
East Tennessee[2]	65,420,700	100,654,100	417,900	3,867,200	4,285,100	69,705,800	6.6%	69.3%
Middle Tennessee	103,216,200	155,578,100	(1,451,400)	5,977,400	4,526,000	107,742,200	4.4%	69.3%
Tennessee State	39,402,300	60,449,500	138,200	2,322,500	2,460,700	41,863,000	6.2%	69.3%
Tennessee Tech[2]	50,820,600	78,939,500	814,300	3,032,900	3,847,200	54,667,800	7.6%	69.3%
University of Memphis	117,771,000	178,978,400	(699,900)	6,876,500	6,176,600	123,947,600	5.2%	69.3%
Subtotal	**$424,487,900**	**$647,745,300**	**($792,800)**	**$24,886,800**	**$24,094,000**	**$448,581,900**	**5.7%**	**69.3%**
Community Colleges[3]								
Chattanooga	$31,863,600	$48,445,000	($175,400)	$1,861,300	$1,685,900	$33,549,500	5.3%	69.3%
Cleveland	11,215,700	17,776,000	411,700	683,000	1,094,700	12,310,400	9.8%	69.3%
Columbia	15,821,100	24,201,400	9,200	929,800	939,000	16,760,100	5.9%	69.3%
Dyersburg	9,734,200	15,096,400	140,500	580,000	720,500	10,454,700	7.4%	69.3%
Jackson	14,266,600	21,627,500	(119,900)	830,900	711,000	14,977,600	5.0%	69.3%
Motlow	15,023,000	25,299,700	1,525,700	972,000	2,497,700	17,520,700	16.6%	69.3%
Nashville	22,228,600	33,663,800	(208,900)	1,293,400	1,084,500	23,313,100	4.9%	69.3%
Northeast	19,695,300	30,330,200	143,900	1,165,300	1,309,200	21,004,500	6.6%	69.3%
Pellissippi	32,729,600	50,250,500	139,600	1,930,700	2,070,300	34,799,900	6.3%	69.3%
Roane	22,518,000	34,669,500	159,600	1,332,000	1,491,600	24,009,600	6.6%	69.3%
Southwest	28,504,100	43,715,300	90,400	1,679,600	1,770,000	30,274,100	6.2%	69.3%
Volunteer	23,498,200	37,924,500	1,308,500	1,457,100	2,765,600	26,263,800	11.8%	69.3%
Walters	24,606,600	36,725,400	(584,200)	1,411,000	826,800	25,433,400	3.4%	69.3%
Community College Subtotal	**$271,704,600**	**$419,725,200**	**$2,840,700**	**$16,126,100**	**$18,966,800**	**$290,671,400**	**7.0%**	**69.3%**
UT Universities								
UT Chattanooga	$56,184,500	$85,281,000	($401,500)	$3,276,600	$2,875,100	$59,059,600	5.1%	69.3%
UT Knoxville[2]	231,382,200	353,584,900	(99,600)	13,585,000	13,485,400	244,867,600	5.8%	69.3%
UT Martin[2]	34,248,100	50,842,300	(991,600)	1,953,600	962,000	35,210,100	2.8%	69.3%
Subtotal	**$321,814,800**	**$489,708,200**	**($1,492,700)**	**$18,815,200**	**$17,322,500**	**$339,137,300**	**5.4%**	**69.3%**
Total Colleges and Universities	**$1,018,007,300**	**$1,557,178,700**	**$555,200**	**$59,828,100**	**$60,383,300**	**$1,078,390,600**	**5.9%**	**69.3%**
TN Colleges of Applied Technology	$71,579,600	$108,582,200	($555,200)	$4,171,900	$3,616,700	$75,196,300	5.1%	69.3%
Total Academic Formula Units	**$1,089,586,900**	**$1,665,760,900**	**$0**	**$64,000,000**	**$64,000,000**	**$1,153,586,900**	**5.9%**	**69.3%**

THEC Outcomes-Based Funding

Academic Formula Units	2018-19 Appropriation[4]	2018-19 Appropriation Share	2019-20 Appropriation Share	2019-20 Funding Changes	2019-20 Recommendation	Percent Change
LGI Universities						
Austin Peay	$47,857,100	4.70%	4.70%	$2,798,400	$50,655,500	5.8%
East Tennessee[2]	65,420,700	6.43%	6.46%	4,285,100	69,705,800	6.6%
Middle Tennessee	103,216,200	10.14%	9.99%	4,526,000	107,742,200	4.4%
Tennessee State	39,402,300	3.87%	3.88%	2,460,700	41,863,000	6.2%
Tennessee Tech	50,820,600	4.99%	5.07%	3,847,200	54,667,800	7.6%
University of Memphis	117,771,000	11.57%	11.49%	6,176,600	123,947,600	5.2%
Subtotal	**$424,487,900**	**41.70%**	**41.60%**	**$24,094,000**	**$448,581,900**	**5.7%**
Community Colleges[3]						
Chattanooga	$31,863,600	3.13%	3.11%	$1,685,900	$33,549,500	5.3%
Cleveland	11,215,700	1.10%	1.14%	1,094,700	12,310,400	9.8%
Columbia	15,821,100	1.55%	1.55%	939,000	16,760,100	5.9%
Dyersburg	9,734,200	0.96%	0.97%	720,500	10,454,700	7.4%
Jackson	14,266,600	1.40%	1.39%	711,000	14,977,600	5.0%
Motlow	15,023,000	1.48%	1.62%	2,497,700	17,520,700	16.6%
Nashville	22,228,600	2.18%	2.16%	1,084,500	23,313,100	4.9%
Northeast	19,695,300	1.93%	1.95%	1,309,200	21,004,500	6.6%
Pellissippi	32,729,600	3.22%	3.23%	2,070,300	34,799,900	6.3%
Roane	22,518,000	2.21%	2.23%	1,491,600	24,009,600	6.6%
Southwest	28,504,100	2.80%	2.81%	1,770,000	30,274,100	6.2%
Volunteer	23,498,200	2.31%	2.44%	2,765,600	26,263,800	11.8%
Walters	24,606,600	2.42%	2.36%	826,800	25,433,400	3.4%
Community College Subtotal	**$271,704,600**	**26.69%**	**26.95%**	**$18,966,800**	**$290,671,400**	**7.0%**
UT Universities						
UT Chattanooga	$56,184,500	5.52%	5.48%	$2,875,100	$59,059,600	5.1%
UT Knoxville[2]	231,382,200	22.73%	22.71%	13,485,400	244,867,600	5.8%
UT Martin[2]	34,248,100	3.36%	3.27%	962,000	35,210,100	2.8%
Subtotal	**$321,814,800**	**31.61%**	**31.45%**	**$17,322,500**	**$339,137,300**	**5.4%**
Total Colleges and Universities	**$1,018,007,300**	**100.00%**	**100.00%**	**$60,383,300**	**$1,078,390,600**	**5.9%**

ETSU Funding Model Performance - Breakdown of Components Parts

Starting Point: $2,413,000

Total Recommendation: $4,285,100

Component	Value
30 hr. Progression	($11,000)
60 hr. Progression	$26,500
90 Hr. Progression	$127,800
Bachelors & Associate Degrees	$448,300
Masters & Ed Specialist	$178,500
Doctoral Degrees	$620,300
Research & Service	($700)
Degrees per 100 FTE	$67,900
6YR Graduation Rate	$183,000
Fixed Costs	$62,200
Quality Assurance	$169,300

THEC Funding Recommendations

- **ETSU College of Medicine - Pediatric Surgery ($495,500):** Recent manpower studies have demonstrated the need for three pediatric surgeons in Northeast Tennessee. Currently, a single pediatric surgeon serves the entire region. An expansion of the program will require additional faculty support. A sole provider cannot possibly meet the service or educational needs of the College of Medicine and the region. Insurance reimbursement will not provide for clinical revenue capable of sufficiently compensating pediatric surgeons.

- **ETSU College of Medicine - Pediatric and Children Services ($600,000):** The increase in pediatric sub-specialization and demand for higher level of care has resulted in the need for increased faculty positions to train and provide care in these fields. Prior approval of positions has been unfunded, leading to revenue shortfalls. Opportunities exist for partial support from Ballad Health System but will require increased expenditures on the part of the College of Medicine to fund faculty positions. The resulting increases in educational opportunities for students and resident physicians will aid in development of a higher level of pediatric care and education.

- **ETSU College of Medicine Operations: $35,332,500** (2.5% increase)

- **ETSU Family Medicine Operations: $7,784,600** (3.4% increase)

THEC Capital Funding Recommendations 2019-20

THEC Capital Funding Recommendations 2019-20

THEC Priority	Campus/System Priority	Governing Board	Institution	Project Name	Total Project Cost	State Request	Project Description
1	1	UT	UTIA	Energy & Environmental Science Education Research Center	$ 95,000,000	$ 81,500,000	The site for this new project is the current location of the Ellington Plant Science Building which will be demolished. The new building will house teaching laboratories, research/public service labs, offices, classrooms, 500-seat teaching and learning center with appropriate support space. Included will be a new Surge Building constructed on the Ag Campus. In FY 12-13, $2M was approved for planning. In FY 18-19, $4M was approved for planning and construction of the surge building.
2	3	TBR	TCAT Athens and Cleveland	McMinn Higher Education Center	$ 17,750,000	$ 14,231,250	Construct a facility to allow collaboration between TCAT Athens, CISCC, UT Extension, Adult Education and local industry. Project will relocate current CISCC leased space, expand TCAT programs as identified in TCAT Master Plan, and relocate both UT Extension and Adult Education and create a space for local industry training to upgrade the existing workforce.
3	1	LGI	MTSU	School of Concrete and Construction Management	$ 40,100,000	$ 34,085,000	Design and construction of a new facility for the School of Concrete and Construction Management (SCCM) Building, approximately 54,000 square feet, to support current and future education, research, and services needs for Middle Tennessee State University and the industry. The project, defined in the 2016 Campus Master Plan, will include relocation of current functions and demolition of Abernathy and Ezell Halls, along with an addition to the Satellite Chiller Plant to increase cooling capacity on Campus, extension and added infrastructure capacity, and all related work.
4	1	LGI	TTU	Engineering Building	$ 55,000,000	$ 46,750,000	Construct a student centered interdisciplinary engineering building for the College of Engineering.
5	1	LGI	ETSU	Humanities Building	$ 71,000,000	$ 62,286,500	ETSU will construct a new Humanities Building in the campus core adjacent to the Quad and the renovated Culp Student Center, and selectively renovate areas in Rogers-Stout and Burleson Halls. The existing Campus Center Building will be demolished and the Humanities Building constructed on the same central campus site. The new Humanities Building will provide space for flexible classrooms, instructional laboratories, offices, and other spaces as outlined in the Academic Facilities Master Plan. Rogers-Stout Hall will be renovated to provide modern instructional and research space for the social sciences. The renovated Burleson Hall will consist primarily of office spaces to accommodate those moving from CCB. The work will be phased with demolition and new construction completed prior to the backfill renovations.
6	1	TBR	Columbia	Williamson Co Technology Building	$ 18,800,000	$ 18,424,000	This project is the construction of Building 4 of Phase 1 of the Williamson Campus in which design has been completed and awaiting completion funds. Building 4, the Technology Building, will expand the capacity of the campus to serve the educational needs of Williamson County particularly in the information technology field. Included in this project is parking to support the student enrollment of this building.

THEC Deferred Maintenance Recommendations
2019-20

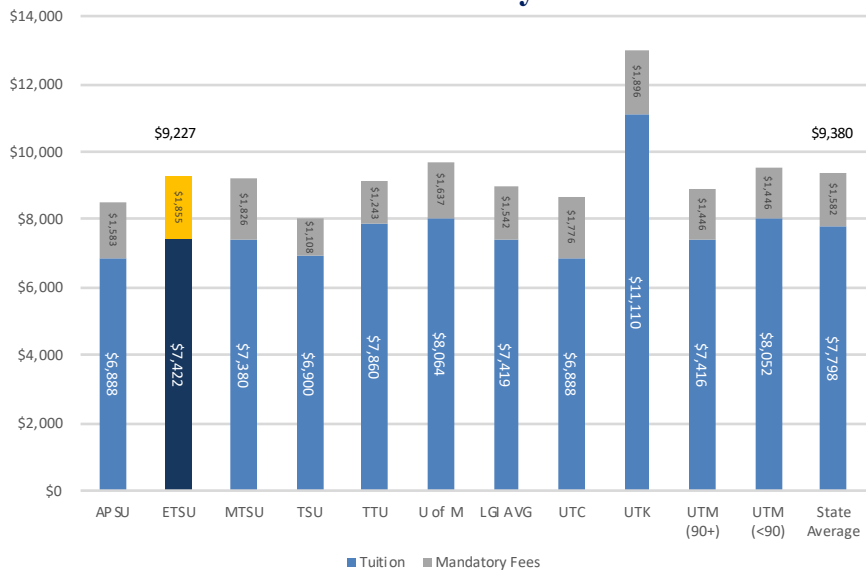| East Tennessee State University	
Project	**Funding level**
Campus HVAC Upgrades	$ 1,640,000
Chiller Replacement	$ 2,210,000
Building Envelope Repairs	$ 1,760,000
Buildings #2 and# 4 Window Replacement	$ 1,640,000
Several Building Electrical Repair and Replacement	$ 1,000,000
Shelbridge Repairs	$ 1,000,000
Safety Lighting and Fire Alarm System Replacements	$ 1,700,000
HVAC Repairs Phase I	$ 610,000
Total	**$ 11,560,000**

THEC Deferred Maintenance Recommendations 2020-23

East Tennessee State University			Total
2020-21	ETSU	HVAC Repairs Phase 2	$ 1,090,000
2020-21	ETSU	Roof Replacements and Drainage Corrections	2,170,000
2020-21	ETSU	Kingsport Allendale Structural & Drainage Envelope Repairs	1,340,000
2020-21	ETSU	Code and Accessibility Upgrades	1,700,000
2020-21	ETSU	Repair and Replacement of Water Lines	1,640,000
2021-22	ETSU	Several Building Electrical Repair & Replacement	2,000,000
2021-22	ETSU	Repair and Replacement of Water Lines	2,100,000
2021-22	ETSU	Steam Trap and Line Replacement - Phase 1	2,400,000
2021-22	ETSU	Code and Accessibility Upgrades	2,000,000
2021-22	ETSU	Roof Replacements	2,000,000

East Tennessee State University (continued)			Total
2022-23	ETSU	HVAC Repairs	$ 2,200,000
2022-23	ETSU	Several Building Electrical Repair & Replacement	1,900,000
2022-23	ETSU	Steam Trap and Line Replacement - Phase 2	2,200,000
2022-23	ETSU	Storm Water Drainage Repairs at South Dossett Drive	1,340,000
2022-23	ETSU	Elevator Replacements	1,750,000
2022-23	ETSU	Code and Accessibility Upgrades	1,610,000
2023-24	ETSU	Sewer Main Repairs and Line Improvements	2,350,000
2023-24	ETSU	HVAC Repairs	2,750,000
2023-24	ETSU	Bldg. 119 & 178 Walk-In/Cold Room Refrigeration Replacement	1,250,000
2023-24	ETSU	Window Replacement	1,500,000
2023-24	ETSU	Fire Alarm and Systems Upgrades and Replacements	1,400,000
2023-24	ETSU	Roof Replacements	2,000,000
ETSU Out Years Total		22 Projects	$ 40,690,000

Tuition and Mandatory Fees 2018-19

Institution	Tuition	Mandatory Fees	Total
APSU	$6,888	$1,583	
ETSU	$7,422	$1,855	$9,227
MTSU	$7,380	$1,826	
TSU	$6,900	$1,108	
TTU	$7,860	$1,243	
U of M	$8,064	$1,637	
LGI AVG	$7,419	$1,542	
UTC	$6,888	$1,776	
UTK	$11,110	$1,896	
UTM (90+)	$7,416	$1,446	
UTM (<90)	$8,052	$1,446	
State Average	$7,798	$1,582	$9,380

■ Tuition ■ Mandatory Fees

ETSU Budget Landscape

- ETSU has transitioned to a decentralized budget process that enhances shared governance and aligns with the 2016-26 strategic plan.

- This process replaces decades of centralized decision making. While progress has been made, patience is requested as we approach year two of the implementation cycle.

- Budget details, calendars, and instructions will be available later this month.

- Carry-forward funds in excess of $1M (unrestricted) was returned to the colleges in October. Colleges have the ability to reinvest those resources as they deem appropriate to meet their strategic planning initiatives.

- Budget is balanced, investments have been made in reserves, and salary enhancements have been provided for the fifth time in six years.

- However, we must grow enrollment and revenues in order to achieve the distinctive objectives entailed in the strategic plan.

- THEC will be recommending low tuition increases/caps with stable state appropriation revenues to support funding of the outcomes formula.

- The state has continued its investment in campus infrastructure for several campus maintenance projects.

2016-26 Strategic Planning Framework
Student Success

Tennessee Public Enrollment 2014 to 2018

Fall 2014 to Fall 2018 Enrollment LGI, UT, TBR							
Institution	2014	2015	2016	2017	2018	1 Yr Delta	5 Yr Delta
APSU	10,111	10,099	10,344	10,463	10,522	59	411
ETSU	14,434	14,334	14,022	14,352	14,317	-35	-117
MTSU	22,729	22,511	22,050	21,913	21,630	-283	-1,099
TSU	9,027	9,169	8,751	8,461	7,780	-681	-1,247
TTU	11,338	10,901	10,491	10,504	10,186	-318	-1,152
UOM	21,059	20,585	21,301	21,521	21,458	-63	399
LGI Total	**88,698**	**87,599**	**86,959**	**87,214**	**85,893**	**-1,321**	**-2,805**
UTC	11,608	11,330	11,470	11,558	11,588	30	-20
UTK	27,040	27,476	27,691	28,025	28,894	869	1,854
UTM	7,002	6,776	6,673	6,746	7,048	302	46
UT Total	**45,650**	**45,582**	**45,834**	**46,329**	**47,530**	**1,201**	**1,880**
TBR	**86,236**	**86,651**	**84,800**	**86,576**	**88,352**	**1,776**	**2,116**

Fall 2018 Enrollment

Level	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	1 Yr Change	5 Yr Change
Total UG	11,566	11,392	11,065	11,322	11,268	-54	-298
Total GR	2,272	2,335	2,354	2,441	2,457	16	185
Total Main	13,838	13,727	13,419	13,764	13,725	-39	-113
Total Enrollment	14,685	14,587	14,285	14,608	14,573	-35	-112

- Largest graduate student enrollment in the history of the university

- ETSU has taken active steps to become a *Destination Campus* for out-of-state students

- Larger proportion of TN students are from outside of the traditional service region

- National and state policy landscape continues to impact enrollment

- Process improvements across financial aid, financial services, and enrollment services allowed the campus to hold ground. The pending CRM implementation should facilitate further process improvements.

Enrollment Characteristics 2018

ETSU Fall First-Time Freshmen Characteristics					
	Fall 2014	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**
Headcount	2,055	1,999	1,886	2,050	1,976
Average HS GPA	3.4	3.4	3.5	3.4	3.5
Average ACT	22	23	23	23	23

APS New Student Scholarship Trend					
Academic Performance Scholarship	**Enrolled 2015**	**Enrolled 2016**	**Enrolled 2017**	**Enrolled 2018**	**Delta 1-YR**
Faculty	166	167	145	140	**-5**
Deans	92	76	88	92	**4**
Provost	237	245	234	263	**29**
Presidential	80	82	78	89	**11**
Total	**575**	**570**	**545**	**584**	**39**

Enrollment Characteristics 2018

ETSU Fall First-Time Transfer Characteristics					
	Fall 2014	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**
FT Transfer Headcount at ETSU	**1,057**	**951**	**1,027**	**1,046**	**1,139**
Northeast State Technical Community College	223	199	252	288	319
Walters State Community College	151	143	181	167	188
Pellissippi State Technical Community College	72	51	48	71	80
Roane State Community College	46	37	44	47	49
University of Tennessee (Knoxville)	31	27	28	30	31

- 75% of first-time transfer students are from Tennessee Institutions
- More than 340 students each year transfer from ETSU to community colleges (NeSCC + 200) and more than 100 to other TN universities (UTK + 45)

Enrollment Characteristics – Geography

Largest TN Counties 2014-2018 (Main Campus Only)						
County	2014	2015	2016	2017	2018	Delta
Washington	2,897	2,775	2,677	2,672	2,649	-23
Sullivan	1,930	1,799	1,771	1,788	1,763	-25
Knox	778	753	710	798	829	31
Carter	772	735	697	706	701	-5
Greene	612	555	515	512	500	-12
Hawkins	567	538	512	512	499	-13
Hamilton	432	431	406	446	398	-48
Sevier	287	205	302	297	295	-2
Hamblen	284	269	290	283	288	5
Total TN	11,342	10,944	10,593	10,926	10,921	-5
Total ETSU	13,822	13,727	13,419	13,764	13,725	-39
TN % of Total	82.10%	79.70%	78.90%	79.38%	79.57%	0.19%

Border Co., International, Out-of-State (Main Campus Only)						
Location	2014	2015	2016	2017	2018	Delta
NC	434	496	436	410	390	-20
VA	437	444	469	451	445	-6
Total Border Co.	871	940	905	861	835	-26
% of Total	6.30%	6.80%	6.74%	6.25%	6.10%	-0.15%
International	503	600	646	626	505	-121
% of Total	3.60%	4.40%	4.81%	4.55%	3.68%	-0.87%
Other Out-of-State	1,106	1,243	1,275	1,351	1,464	113
% of Total	8.00%	9.10%	9.50%	9.82%	10.67%	0.85%

Applications to Date – November 2018

ETSU
Application Count Reporting
Freshmen, Transfer, and Graduate - Snaphot Comparisons

	ETSU APPLICATION DATA - FALL SEMESTER															
	FRESHMEN APPLICATIONS as of: 11/02/18 Compared to: 11/03/17 Source: Office of Admissions				TRANSFER APPLICATIONS as of: 11/02/18 Compared to: 11/03/17 Source: Office of Admissions				GRADUATE APPLICATIONS as of: 11/02/18 Compared to: 11/03/17 Source: School of Graduate Studies				GRAND TOTALS			
Application Status	Fall 2019	Fall 2018	Change	% Change	Fall 2019	Fall 2018	Change	% Change	Fall 2019	Fall 2018	Change	% Change	Fall 2019	Fall 2018	Change	% Change
Received	4672	4458	214	5%	260	405	-145	-36%	418	454	-36	-8%	5350	5317	33	1%
Accepted	2809	2963	-154	-5%	101	96	5	5%	11	16	-5	-31%	2921	3075	-154	-5%
Status of Non Accepted																
Referred									18	11	7	64%	18	11	7	64%
Denied	1	8	-7	-88%	0	2	-2	-100%	57	81	-24	-30%	58	91	-33	-36%
Cancelled Application	21	3	18	600%	5	6	-1	-17%	1	2	-1	-50%	27	11	16	145%
Withdrawn									8	15	-7	-47%	8	15	-7	-47%
Pending	1841	1484	357	24%	154	301	-147	-49%	323	329	-6	-2%	2318	2114	204	10%

- Top Scholar events at Shelbridge (4x)
- Knoxville recruiting efforts
- Scholarship distribution activities in select high schools
- Fall open house/admissions fair (2x)
- Marketing campaign will launch in November
- Regional efforts to enhance college preparation and access

ETSU Six-Year Cohort Graduation Rate (2007 – 2012)
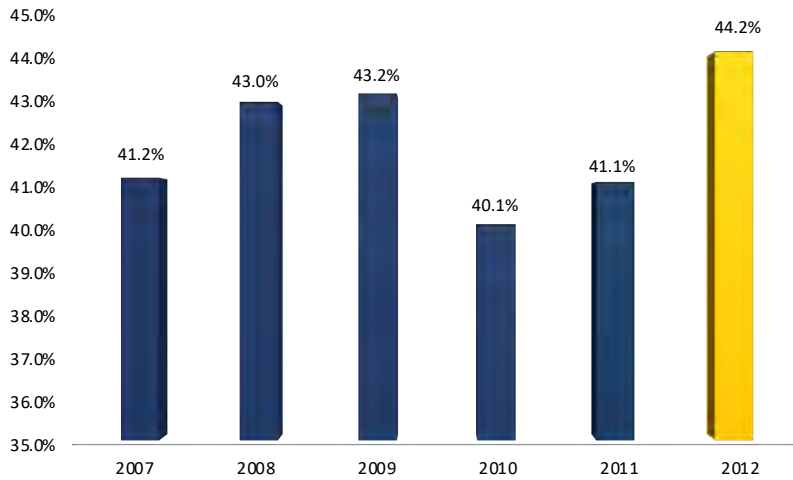
- Graduation rate measured utilizing ETSU-only data and institutional completion
- The 2012 cohort details information for those students who began as FTFT freshman in 2012 and graduated by 2018

2016-26 Strategic Planning Framework: Supporting Employees

Chronicle's Great Colleges to Work For (GCTWF)

- Online survey conducted by ModernThink in spring semesters of 2014, 2015, 2016, 2017 and 2018

- Respondents asked to rate their "agreement" with 60 statements

- Response rate for 2018 was 22.2%

- Allows for national comparison of employee satisfaction and overall campus climate

- ETSU is even with the Carnegie Peer group at 67% overall satisfaction

Institutional Climate

GCTWF Results 2014 to 2018						
Question Category	**2014**	**2015**	**2016**	**2017**	**2018**	**Delta**
Job Satisfaction/Support	62	68	68	72	76	4
Teaching Environment	59	62	60	64	68	4
Professional Development	64	67	71	75	75	-
Facilities	74	65	72	70	71	1
Policies, Resources & Efficiency	51	57	59	62	63	1
Shared Governance	47	56	54	61	63	2
Pride	63	68	68	75	76	1
Supervisors/Department Chairs	64	73	73	73	74	1
Senior Leadership	48	52	50	61	60	-1
Communication	47	58	53	63	61	-2
Collaboration	49	57	56	62	65	3
Fairness	51	57	60	63	64	1
Overall Average	**56**	**61**	**61**	**66**	**67**	**1**
Carnegie Benchmark	68	69	68	68	67	-1

Overall positive ratings as a percent of total

Strategic Initiatives for the 2018-19 Academic Year

Selected Initiatives for the 2018-19 Academic Year

- Continued focus on enrollment and launch of institutional marketing campaign to support the growth agenda
- Development of new academic programs and the enhancement of existing programs that align with market needs and support the growth agenda
- Implement and refine decentralized campus budget process, accenting flexibility for colleges to re-invest resources into personnel
- Develop and implement KPIs that align with the Master Plan, support the budget model, and enhance accountability across the campus
- Examination of campus Title IX policies and associated staffing/support structures
- Continuation of campus safety efforts and the pursuit of enhanced accreditation/certification
- Focused review of general education curricula
- Development of Greek Village and associated quality metrics

Selected Initiatives for the 2018-19 Academic Year

- Creation of ETSU Health and enhanced partnerships with Ballad Health
- Implementation of actions emerging from the AIM process
- Continued progress to enhance the research infrastructure, resources, and profile of ETSU. This work includes the identification and selection of research clusters in conjunction with the Ballad-ETSU research collaborative.
- Continued progress on capital projects
- Create structures to support the service mission of the university and increase the accent on programs such as Trauma Informed Campus, Community Service Scholarships, Festival of Ideas, etc.
- Continue efforts to streamline HR processes and create synergies that promote our institutional values, thereby supporting all employees at ETSU
- Leadership development and the launch of the Presidential Fellows program
- Launch capital campaign to support scholarships, endowed faculty chairs, research, capital infrastructure, and other targeted areas that align with the Master Plan

Enhancement of the Compliance Function
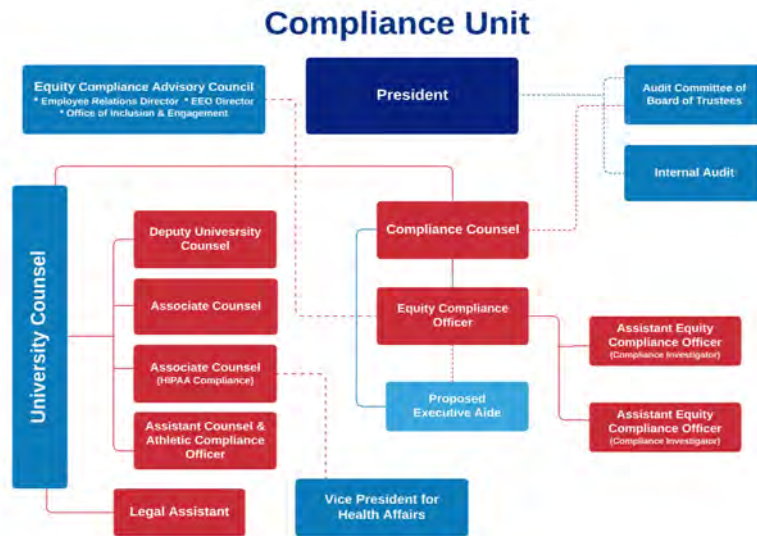
Enhancement of the HR Function

Employee Relations Flowchart
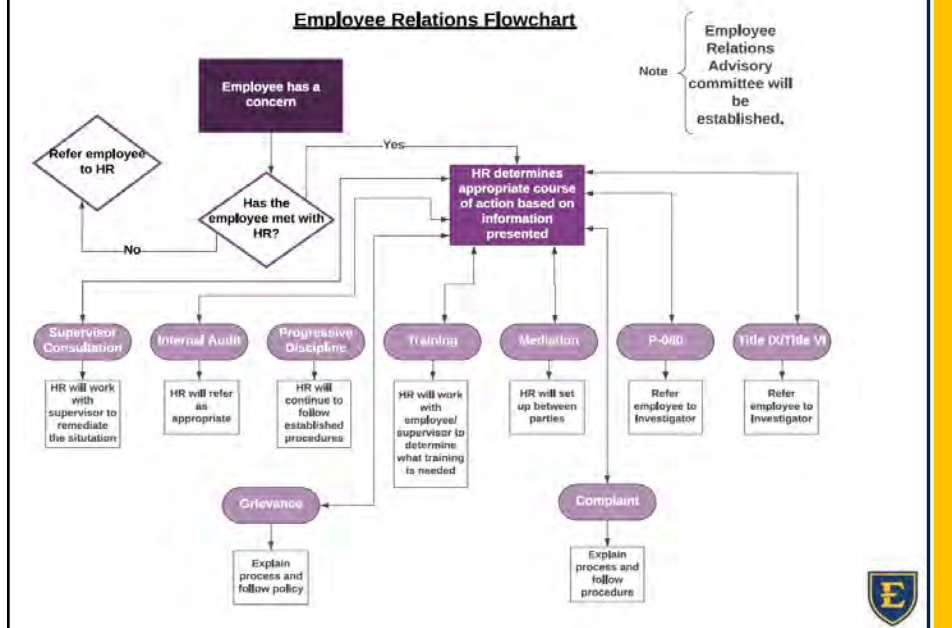
Legislative Initiatives for the 2019 Session

- Support for the THEC outcomes formula

- Gatton College of Pharmacy tuition equalization

- Continuation of campus safety initiative

- Recognition of the research role of universities in the state policy agenda and support for health sciences (i.e. Pediatric Subspecialists)

- Predictability for capital projects and the process governing their development (i.e. Humanities Building and the Lamb Hall renovation/addition)

- Support for deferred maintenance projects

- Successful outcome from the Sunset Hearing

- Support THEC, the new Governor, and legislative leadership as they develop their higher education agenda

Shifting Public Policy Landscape

Top 10 Challenges Facing Higher Education (AASCU)

2008	2018
1. Affordability	1. Changes in federal law
2. State financial forecasts	2. Sluggish state revenue growth
3. College preparation	3. College affordability
4. Accountability	4. Economic and workforce development
5. Campus security	5. Immigration and DACA
6. Immigration	6. Guns on campus
7. 2008 election cycle	7. State responses to population shifts
8. Affirmative action	8. Performance based funding and college completion
9. Retooling state financial aid programs	9. Campus free speech
10. Economic development	10. Sexual assault

The Importance of ETSU's Mission: Stewardship of Place

- The region that we call home has some of the most pronounced population health challenges in the nation.

- Population health ratings for those counties that comprise Central Appalachia yield the following:

  - Early death (years of productive life lost): 28% higher than U.S. avg.

  - Adult smoking: 33% higher than U.S. avg.

  - Drug overdose death rates: 67% higher than U.S. avg.

  - Adults with a college degree or more: 36% lower than U.S. avg.

  - Children living in poverty: 31% higher

ETSU Tennessee Poll Fall 2018 -- Tennessee Adults
When your child/children are at school, do you fear for their physical safety? by Gender
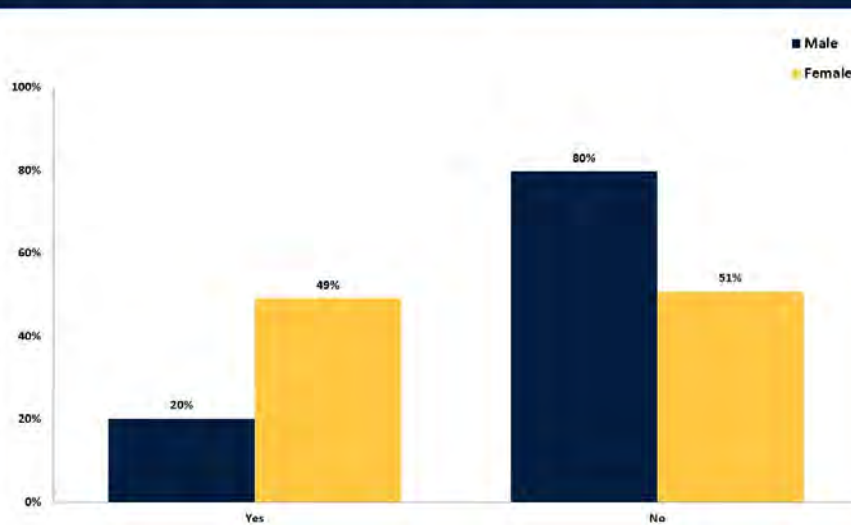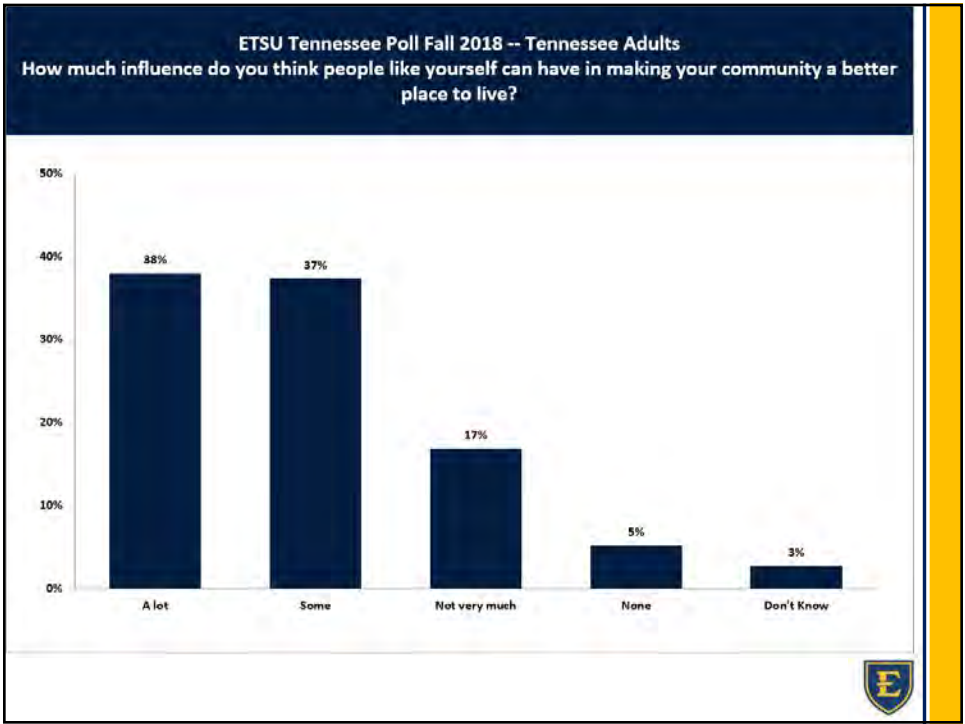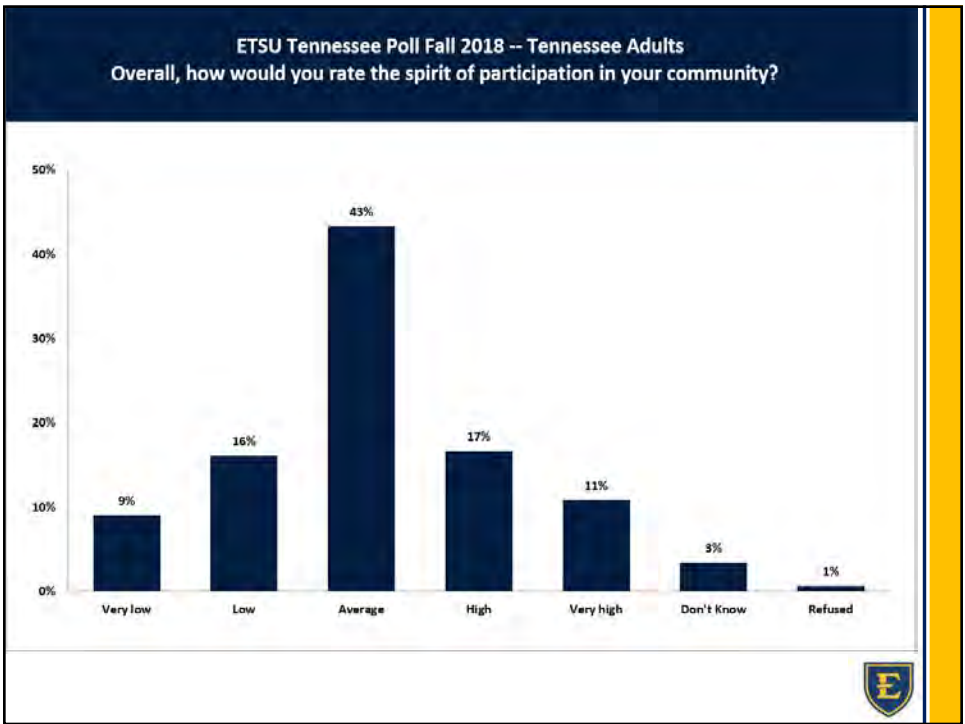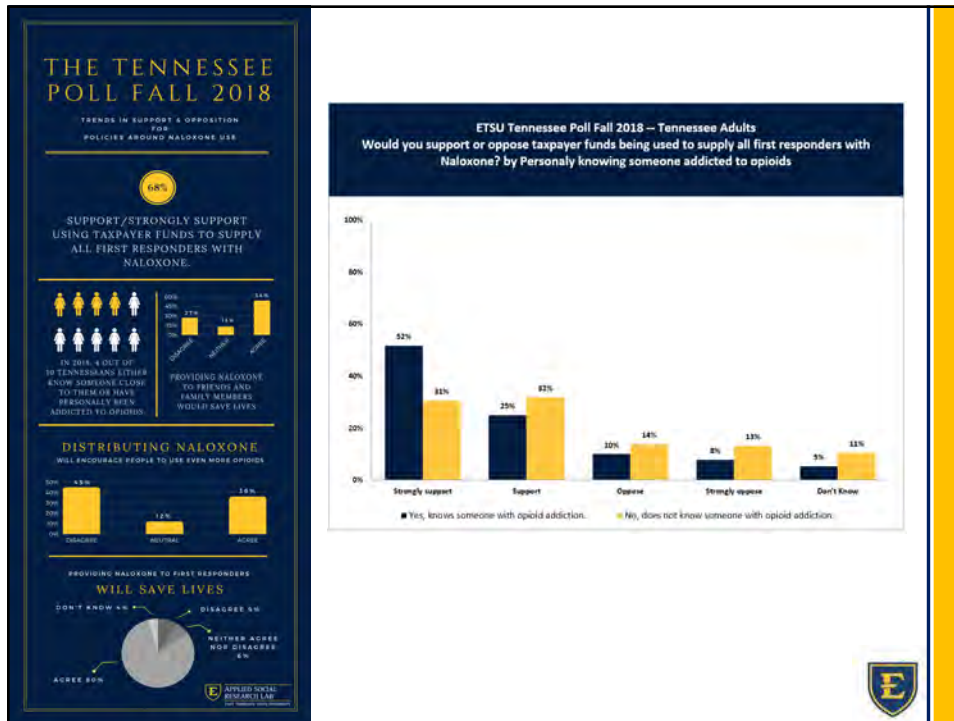
The Knowledge Economy and Higher Education

- In the Knowledge Economy, education, technology, and learning are the keys to sustainable economic growth, and the foundation of such growth is higher education.

- In order to remain competitive, states must work to develop policies that incorporate human, intellectual, and financial capital.

- Predicated on human capital theory

  ➢ Public and private benefits from human capital investments.

  ➢ Based on the notion that education increases the human capital stock of individuals, improves their productivity, leads to increases in economic productivity, and contributes to the general betterment of society. (Denison 1983; Walberg and Zhang 1998).

  ➢ The advancement of educational attainment has become an indispensable variable in policy efforts to make improvements of society as a whole.
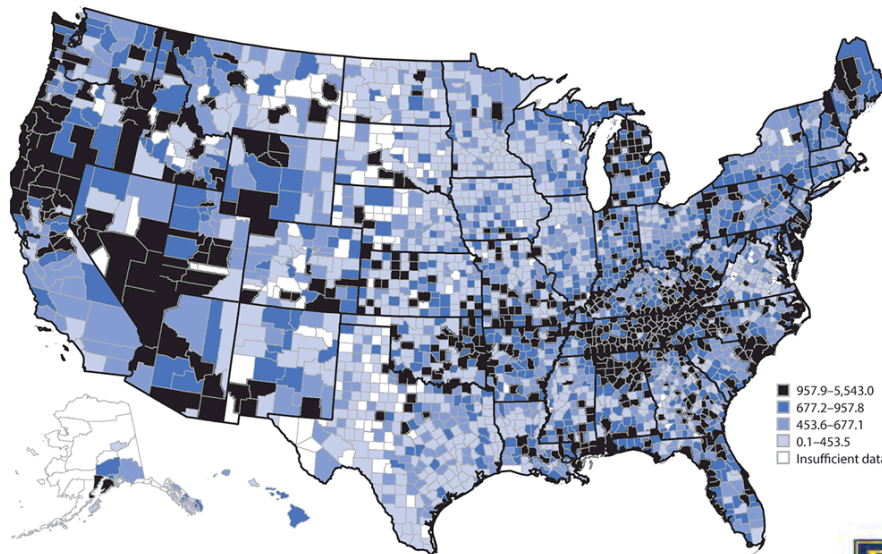
State Public Health Rankings

RANK: 1 to 10 | 11 to 20 | 21 to 30 | 31 to 40 | 41 to 50 | Not Ranked
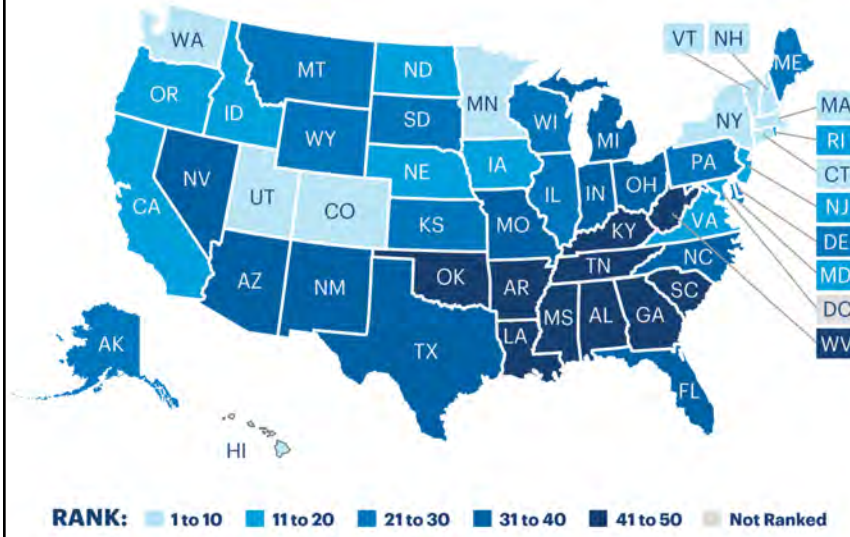
Source: United Health Foundation.

Opioids Prescribed Per Capita (2015)

957.9–5,543.0
677.2–957.8
453.6–677.1
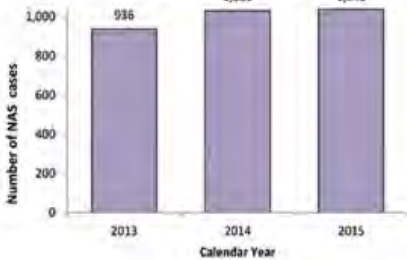0.1–453.5
Insufficient data

Source: Tennessee Department of Mental Health & Substance Abuse Services

The Story of Addiction in Tennessee

Unique cases[1] of Neonatal Abstinence Syndrome (NAS): Tennessee 2013-2015

Number of unique cases of NAS and live births: Tennessee 2013-2015

Year	Number of NAS Cases (% of live births)[1]	Number of Live Births[2]
2013	936 (1.17%)	79,954
2014	1,031 (1.26%)	81,609
2015	1,041 (1.28%)	80,900

Notes:
1) Tennessee Department of Health, Neonatal Abstinence Syndrome Surveillance System, provided number of NAS cases, 2013-2015 and readers are advised to interpret small numbers with caution. Please contact Angela M. Miller, PhD, MSPH, (angela.m.miller@tn.gov) if you need assistance in interpreting the NAS data.
2) Tennessee Department of Health, Division of Policy, Planning and Assessment provided number of live births 2013-2015.
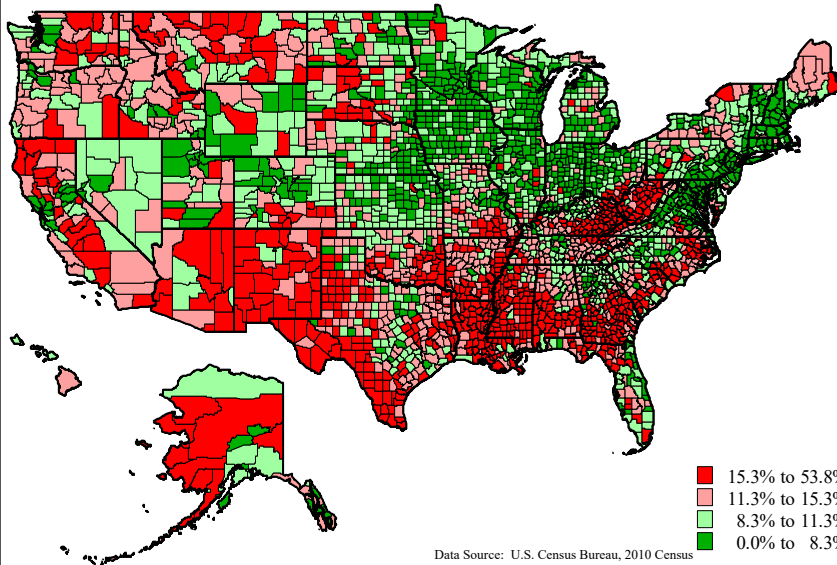
Unique cases[1] of NAS per 1,000 live births[2]: 2013-2015

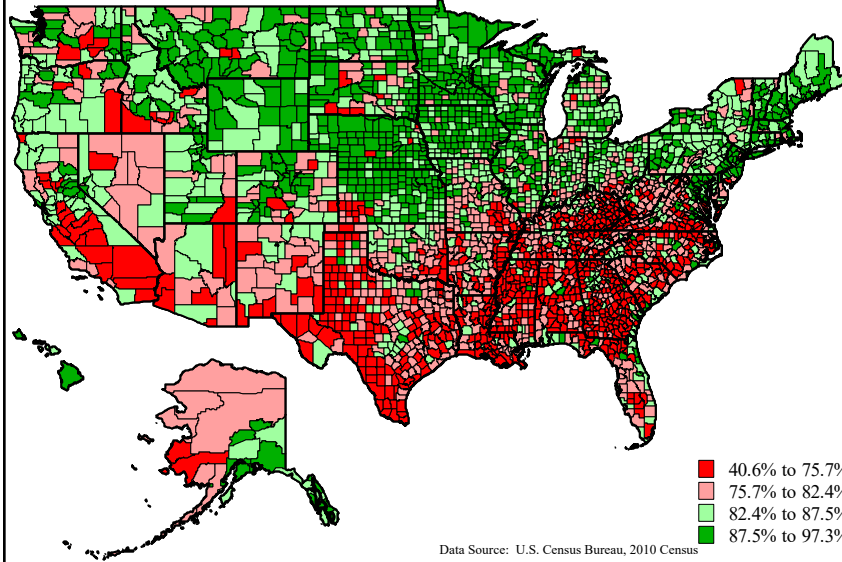Source: Tennessee Department of Mental Health & Substance Abuse Services

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Percent of the Population Age 64 and Under Living in Poverty

- 15.3% to 53.8%
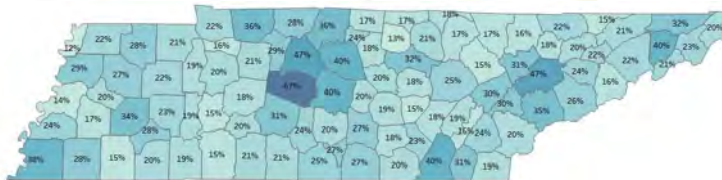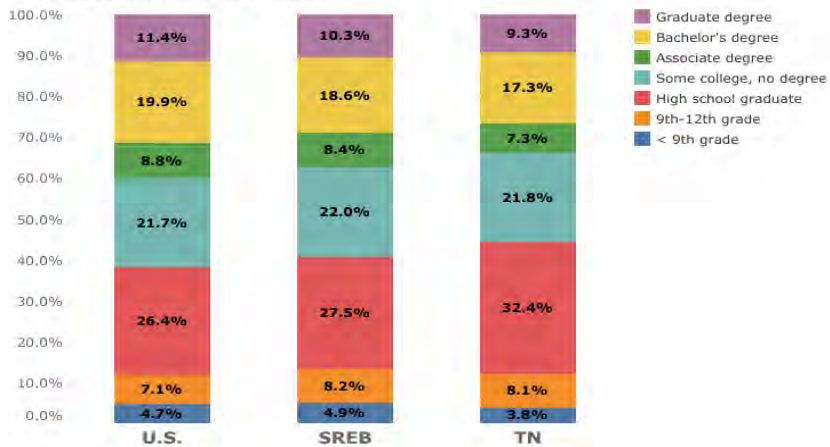- 11.3% to 15.3%
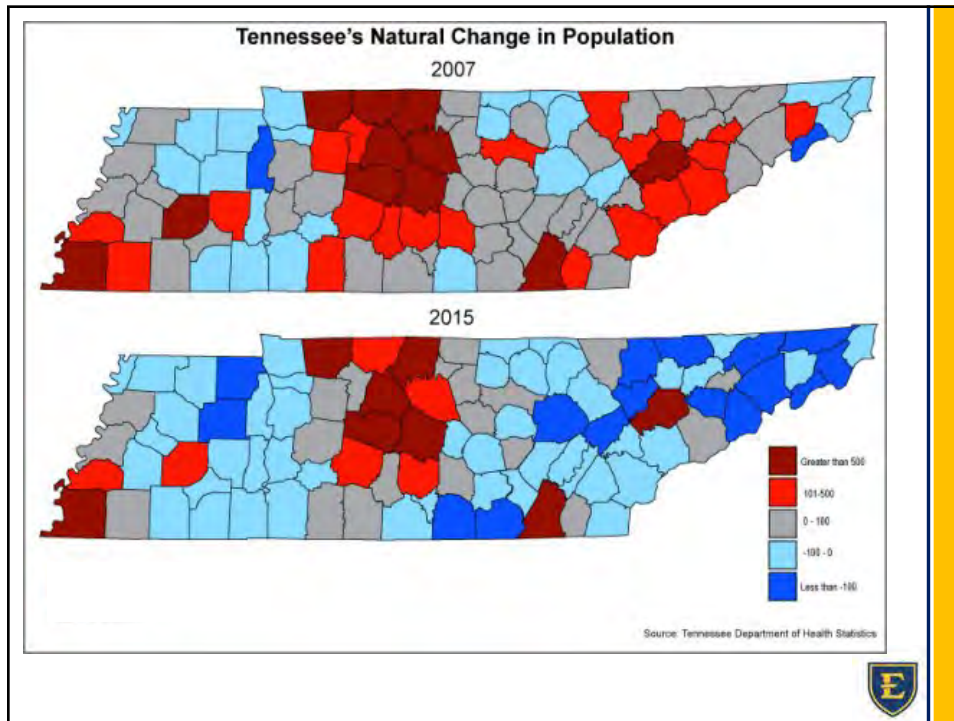- 8.3% to 11.3%
- 0.0% to 8.3%

Data Source: U.S. Census Bureau, 2010 Census

Percent of 18-64 Year Olds with a High School Diploma

Educational Attainment of Adults Age 25-64: US, SREB States, and TN (2015)

Tennessee's Natural Change in Population

2007

2015

Greater than 500
101-500
0 - 100
-100 - 0
Less than -100

Source: Tennessee Department of Health Statistics

Stewardship of Place

- Demographic data reflect the narrative of Central Appalachia, not just the current narrative, but a generational narrative.

- Education, health care, research, and purposeful interventions can change this narrative.

- The ability of ETSU to expand programs, services, and grow our enrollment will have a generational impact on the region.

- Our ability to expand clinical operations within ETSU Health is central to our mission.

- There is a central role for service at the University and it is imperative that we coordinate, designate, and tell the story of our service mission.

- The 2016-26 Strategic Plan provides an aggressive agenda to help address the urgency of the state of our region.

Questions and Discussion

"ETSU being a great university is not just important for the university and the students and the faculty. It's important for this whole region in a way that few other institutions are. When you look at this part of the state, ETSU is **the** dominant institution – I'm not talking about just education. The health and welfare of this region, I think, depend more on ETSU than anything else."

Tennessee Gov. Bill Haslam
March 24, 2017